

# Public Document Pack

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30 October 2019

## **Environment, Communities and Fire Select Committee**

A meeting of the committee will be held at **10.30 am** on **Thursday, 7 November 2019** at **County Hall, Chichester**.

**Tony Kershaw**  
Director of Law and Assurance

**The meeting will be available to view live via the Internet at this address:**

<http://www.westsussex.public-i.tv/core/portal/home>

### **Agenda**

- 10.30 am    1.    **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
2.    **Minutes of the Last Meeting of the Committee (To Follow)**
- The Committee is asked to agree the minutes of the meeting held on 21 October (cream paper).
3.    **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.
4.    **Responses to Recommendations (Pages 5 - 8)**
- The Committee is asked to note the responses to recommendations made at the 20 September 2019 meeting from:

Cabinet Member for Environment

Cabinet Member for Fire & Rescue and Communities

5. **Exploitation Strategy** (Pages 9 - 14)

Report by Lee Harris, Acting Chief Executive.

The Committee is asked to review the current partnership approach to County Lines, understanding the scale, scope and impact of this form of exploitation and consider whether the partnership response and multi-agency activity is currently effective in addressing the threat, risk and harm posed to individuals and communities in West Sussex.

The Chairman will summarise the output of the debate for consideration by the Committee.

6. **Preview of the Draft Electric Vehicle Strategy** (Pages 15 - 42)

Report by Lee Harris, Acting Chief Executive and Steve Read, Director of Environment and Public Protection.

The report sets out the policy impact and context and how it will contribute to the aims within the West Sussex Plan

The Committee is invited to consider:

- Whether the Strategy is deliverable.
- What West Sussex County Council will contribute, and whether this is adequate.
- Whether the Strategy will facilitate the desired outcomes.

**Adjournment for lunch at 1.00pm**

The Committee will adjourn for 30 minutes for lunch.

7. **Highways Maintenance Service Procurement** (Pages 43 - 48)

Report by Lee Harris, Acting Chief Executive and Matt Davey, Director for Highways, Transport and Planning.

The Committee is asked to consider the progress of the procurement process to date, and identify any problems which might delay the objective to award contracts in December 2019.

The Committee is further asked to consider how it wishes to

undertake scrutiny of performance under the new contracts.

8. **Review of Consultant's Report, and recommendations for Future Improvements of Major Projects Cost Estimating**  
(Pages 49 - 118)

Report by Lee Harris, Acting Chief Executive and Matt Davey, Director of Highways, Transport and Planning.

The Committee is asked to consider the report, review its recommendations and scrutinise how the Service plans to respond to the recommendations:

9. **Requests for Call-in**

There have been no requests for call-in to the Select Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

10. **Forward Plan of Key Decisions** (Pages 119 - 132)

Extract from the Forward Plan dated 25 October 2019 – attached.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

11. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

12. **Date of Next Meeting**

The next meeting of the Committee will be held on 13 January 2020 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Waste Strategy Review

- Road Safety – Safer Sussex Roads Partnership
- Fire and Rescue Service Update
- Draft Response to Consultation on the Transport for the South East Strategy

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 31 December 2019.

**To all members of the Environment, Communities and Fire Select Committee**

### **Webcasting**

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Agenda item	ECFSC recommendations (20 September 2019)	Response from Cabinet Member for Environment – Mrs Deborah Urquhart
<b>Limit Use of Household Waste Recycling Sites to West Sussex Residents</b>	<p>The Select Committee supported the proposal and asked that the following be taken into account:</p> <ul style="list-style-type: none"> <li>• the requirement to provide more than one type of ID</li> <li>• was there sufficient advance notice to advertise the changes?</li> <li>• how would family/friends of residents who are not able travel to the HWRCs be able to dispose of their waste?</li> <li>• concerns about fly tipping</li> <li>• risk of long queues forming</li> <li>• the proposal should be subject to public consultation</li> </ul>	<p>The decision was amended to reflect ECFSC comments as follows:</p> <ul style="list-style-type: none"> <li>• only one form of ID will be required to gain access</li> <li>• changes will be advertised for a six-week period prior to the implementation date</li> <li>• options had been included in the report to allow for residents unable to travel to the site/death of a resident</li> <li>• fly tipping is a national problem and householders are unlikely to do this; majority is deposited by rogue traders charging to take waste away illegally and then fly tipping. Experience in the county and elsewhere suggests the impact, if any, will be minor.</li> <li>• residents will become familiar with the changes and have the required information ready. Out-of-county users, after being denied access, will no longer visit and the process will speed up. The changes are planned to start in December when site visits are low.</li> <li>• the policy change does not significantly impact on either West Sussex residents or District/ Borough Councils so there is no requirement for consultation</li> </ul>

	The Select Committee also commented as follows:	
	The proposals will overly impact areas of deprivation.	It is not considered that the new arrangements will adversely affect anyone. Those visiting the site in a vehicle will have a driving licence. And four other types of ID will be acceptable at each site.
	Is there sufficient space at sites for vehicles denied access to turn around?	Turning areas have been identified at each site, apart from Midhurst, and work is underway with the contractor to ensure these areas will work effectively.

**Duncan Crow**

Cabinet Member for Fire & Rescue and  
Communities

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Andrew Barrett-Miles  
Chairman, Environment, Communities  
and Fire Select Committee

24 October 2019

Via Email

Dear Andrew,

**Review of Library Offer**

As the new Cabinet Member for Fire & Rescue and Communities I am responding to the Environment, Communities and Fire Select Committee recommendations agreed at the meeting on 20 September 2019.

I understand that the recommendations were:

The Committee; Supports the proposal to remove the mobile library service providing sufficient mitigation is put in place; suggests that more is done to publicise the Home Service and supports the proposal for 6pm closures but would like reassurance that this will not affect the Community Hubs strategy.

In response, I advise that all customers of the mobile library service have been informed and the service has been working hard to encourage customers to use their local static library if possible but will hire a van and collect books from individuals if necessary.

There are also a number of library services, introduced in recent years, available that the service has been promoting to support those who are not able to travel:

- Home Library Direct (where a volunteer is matched with a customer and they deliver and collect books for them – a sort of “reading friend”)
- Digital library Plus (where we demonstrate and lend a Tablet for those wish to access eBooks)
- Select and Collect (where a residential home or other community location can borrow a larger collection of books to serve a small number of residents)
- Friends and Family ticket (allowing people to borrow and return for others incurring no fines)

As you will be aware there is now an open consultation on both the Mobile Library Service and Evening Opening Hours on the Council’s website which is open until 13 November. The result of the consultation will help inform my decision on the Library Offer.

Agenda Item 4

Yours sincerely

A handwritten signature in black ink that reads "D. Crow". The letters are cursive and somewhat stylized.

Duncan Crow  
Cabinet Member for Fire & Rescue and Communities



<b>Environmental, Communities and Fire Select Committee</b>
<b>7<sup>th</sup> November 2019</b>
<b>Crime &amp; Disorder Background Report – Exploitation &amp; County Lines</b>
<b>Report by Acting Chief Executive</b>

## Summary

This report is presented in accordance with the Community Safety Annual Scrutiny of Crime and Disorder. The ability of partners to respond to exploitation resulting from County Lines is identified as essential to meet existing and future challenges for the Safer West Sussex Partnership in relation to identifying threat, harm, risk and vulnerability across West Sussex.

### The focus for scrutiny

The current partnership approach to County Lines, understanding the scale, scope and impact of this form of exploitation and consider whether the partnership response and multi-agency activity is currently effective in addressing the threat, risk and harm posed to individuals and communities in West Sussex.

In particular, that the Committee:

- (1) Considers and comment on the current and proposed partnership approach to tackling exploitation and County Lines.
- (2) Considers opportunities to engage with communities and use of networks to share public messages.
- (3) Encourages training/awareness of exploitation risks for elected councillors at all levels of local government.

The Chairman will summarise the output of the debate for consideration by the Committee.

## Proposal

### 1. Background and Context

- 1.1 County lines should be considered within the wider context of exploitation rather than as stand alone crime and disorder issue as it includes a range of differing types of exploitative criminal activity (e.g. modern slavery, serious and organised crime, serious violence) and consequentially differing types of harm which can have significant and long lasting impact.
- 1.2 Partners have worked jointly to create a shared ambition for West Sussex to be a county against exploitation. This commitment document was developed through a series of multi-agency co-production workshops as a collaboration between the Health & Wellbeing Board, West Sussex Safeguarding Children

Partnership (WSSCP), West Sussex Safeguarding Adults Board (WSSAB), and Safer West Sussex Partnership (SWSP).

- 1.3 "County Lines" is a term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs.
- 1.4 These dealers will use dedicated mobile phone lines, known as "deal lines", to take orders from drug users. Heroin, cocaine and crack cocaine are the most common drugs being supplied and ordered.
- 1.5 In most instances, the user or customers will live in a different area to where the dealers and networks are based, so drug runners are needed to transport the drugs and collect payment.
- 1.6 A common feature in county lines drug supply is the exploitation of young and vulnerable people. The dealers frequently target children and adults – often with mental health or addiction problems – to act as drug runners or move cash so they can stay under the radar of law enforcement.
- 1.7 In some cases dealers will take over a local property, normally belonging to a vulnerable person, and use it to operate their criminal activity from. This is known as cuckooing. These properties are often referred to as 'trap houses' where the drugs are cut ready to be distributed.
- 1.8 Analysis by the National Crime Agency (NCA) suggests there are over 2000 individual 'deal lines' in the UK linked to over 1000 branded county lines.
- 1.9 The Safer West Sussex Partnership has developed a local response to tackling and disrupting serious and organised crime (SOC) across the county through the development of multi-agency partnership groups aligned to the three policing hubs across West Sussex and overseen by the Partnership Tactical Tasking and Coordination Group (PTTCG).
- 1.10 Police and partnership disruption activity and tactics coordinated through our local SOC Partnership Groups in 2018/19 has resulted in the execution of warrants, closure orders, multi-agency days of action against licensed premises and taxi companies, work with youth groups and schools, liaison around rehousing of residents, joint safeguarding visits to cuckooed properties, stop and search, high visibility patrols and public and social media engagement.
- 1.11 County lines intensification weeks take place throughout the year. These weeks include police operations, partnership safeguarding activity and public media campaigns under the branding 'FORTRESS' to raise awareness of county lines to increase identification of risks and promote reporting. There have been three intensification weeks in 2019 with the most recent taking place in October.
- 1.12 In 2017 this Select Committee supported the development of a community intelligence partnership approach in West Sussex. A trial took place of 'direct input' of intelligence from partners under the various County and District Community Safety Partnerships and the three SOC Groups.

- 1.13 This has provided a route for professionals and partners to submit intelligence directly to the police. Training for professionals was facilitated by staff from the WSCC Community Safety and Wellbeing Team.
- 1.14 To date over 350 intelligence logs have been submitted relating to crimes including drugs, modern slavery, exploitation, cuckooing and firearms. These intelligence submissions have directly resulted in the safeguarding of young people and adults as well as criminal investigations.
- 1.15 The Community Safety & Wellbeing Service has delivered County Lines Awareness Training since April 2018. Participation levels now exceed over 750 professionals from partnership organisations (including mental health services, D&B's, Schools, WSF&RS, A&E staff & Safeguarding Nurses). These sessions have increased awareness within partner agencies about county line drug supply and cuckooing.
- 1.16 The Youth Offending Service (YOS) management board has funded 3 training sessions on child criminal exploitation and gangs with Junior Smart from St Giles Trust and founder of the SOS Gangs project.
- 1.17 The Crawley Community Safety Partnership and Crawley and Mid Sussex Serious and Organised Crime Partnership Group have arranged the Safer Crawley Schools Event to be held in November to deliver a workshop to 1,300 Year 9 pupils which will cover building resilience to criminal exploitation by gangs & county lines to be delivered in partnership with St Giles Trust.
- 1.18 Community Safety and Wellbeing have also led on delivering training for Modern Slavery, including the Modern Slavery Single Point of Contact training for our customer facing services and safeguarding board partners in order to improve practitioners understanding of our statutory duties under the Modern Slavery Act 2015. Modern Slavery Basic Awareness Training is now available to all staff via our Learning & Development Gateway.
- 1.19 Children identified as being at risk of criminal and sexual exploitation are referred through MASH and triaged to understand the level of risk. These children are discussed at the weekly Missing and Exploitation Operational Group (MEOG) to ensure that appropriate mitigation is support is identified. Children identified as being most at risk are escalated to the complex safeguarding meeting.

## **2. Proposal**

- 2.1 The Safer West Sussex Partnership will continue to develop new activity to address emerging risks, respond to current threats to individuals and communities by working collaboratively with the newly appointed Sussex Police County Lines Coordinator to ensure that partnership activity remains focussed on tackling the issues associated with county lines exploitation.
- 2.2 Everywhere we go, everything we see, and everyone we meet can have an impact on us and our perception of 'feeling safe'. Moreover, we are all influenced by contexts such as our home environment, who we associate with, where we work/study and our wider neighbourhoods and the communities that we belong to.

- 2.3 Contextual Safeguarding is a concept that draws upon this understanding of 'context' and highlights the importance of using information from a wide range of sources to think about how we can tackle an issue from a different angle or perspective.
- 2.4 The Community Safety and Wellbeing Team will lead the development of a contextual safeguarding approach in West Sussex to Contextual Safeguarding to empower professionals to think beyond individual risk to consider the role other agencies and communities play in safeguarding. Embedded into practice, it can address lower risk and prevent escalation to crisis, reduce fear of crime and improve the local environment and visual quality of an area whilst enabling better communication with communities.
- 2.5 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services are due to publish their County Lines inspection report later this year and the Community Safety and Wellbeing team will support work collaboratively with partners to review and consider any recommendations.

**3. Resources**

- 3.1 The Partnership Tactical Tasking and Coordination Group (TTCG) provides a mechanism that enables partners to access resourcing and expertise.

**Factors taken into account**

**4. Issues for consideration by the Select Committee**

- 4.1 The current partnership approach to County Lines, understanding the scale, scope and impact of this form of exploitation and consider whether the partnership response and multi-agency activity is currently effective in addressing the threat, risk and harm posed to individuals and communities in West Sussex.

**5. Consultation**

- 5.1 This is an information item, consultation was not required.

**6. Risk Implications and Mitigations**

<b>Risk</b>	<b>Mitigating Action (in place or planned)</b>
N/A	There are no risk management implications

**7. Other Options Considered**

- 7.1 This is a scrutiny paper and an information item, therefore not relevant.

**8. Equality Duty**

- 8.1 No impact.

**9. Social Value**

9.1 No implications.

## **10. Crime and Disorder Implications**

10.1 The Police and Justice Act 2006 brought in powers for Scrutiny to investigate the work being undertaken by the Community Safety Partnership (CSP). This was a power to look at the work of the partnership as a whole rather than a power to scrutinise individual partners.

10.2 The Act requires Local Authorities to designate a committee as a crime and disorder committee with responsibility for the 'responsible authorities' (CSP Partners). The Environmental, communities and Fire Select Committee is the designated Committee to carry out this review annually.

## **11. Human Rights Implications**

11.1 The proposal has no implications under the Human Rights Act 1998.

### **Lee Harris**

Acting Chief Executive

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### **Appendices**

None

### **Background Papers**

None

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<b>Environment, Communities and Fire Select Committee</b>
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<b>7 November 2019</b>
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<b>Preview of the Draft Electric Vehicle Strategy</b>
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<b>Report by the Director of Law and Assurance</b>
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<b>Focus for scrutiny:</b>
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The Committee is invited to consider:
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- |   |
|---|
| <ul style="list-style-type: none"> <li>a) Whether the Strategy is deliverable.</li> <li>b) What West Sussex County Council will contribute, and whether this is adequate.</li> <li>c) Whether the Strategy will facilitate the desired outcomes.</li> </ul> |
|---|

## **Proposal**

### **1. Background and Context**

- 1.1 The BPG decided that the full Committee would scrutinise the proposed Electric Vehicle Strategy, prior to its publication.
- 1.2 The Cabinet Member for Environment plans to take a decision in December 2019, to adopt an Electric Vehicle Strategy. Notice of the proposed decision was first published in the Forward Plan in July 2019. The draft report for the proposed decision is attached as the basis for the Committee's scrutiny.

### **2. Issue for Consideration by the Select Committee**

- 2.1 The Committee is invited to consider:
  - d) Whether the Strategy is deliverable.
  - e) What West Sussex County Council will contribute, and whether this is adequate.
  - f) Whether the Strategy will achieve the desired outcomes.

#### **Tony Kershaw**

Director of Law and Assurance

**Contact:** Ninesh Edwards: [ninesh.edwards@westsussex.gov.uk](mailto:ninesh.edwards@westsussex.gov.uk)

#### **Appendices**

**Appendix 1: Draft Decision Report**

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<b>Mrs Deborah Urquhart, Cabinet Member for Environment</b>	<b>Ref No:</b>
<b>December 2019</b>	<b>Key Decision: Yes</b>
<b>Electric Vehicle Strategy</b>	<b>Part I</b>
<b>Report by Acting Chief of Executive and Director of Environment and Public Protection</b>	<b>Electoral Division(s): All</b>
<p><b>Summary</b></p> <p>Under the Automated and Electric Vehicles Act 2019, the Government plans to ban new petrol and diesel cars by 2040, and the Office for Low Emission Vehicles aims for all vehicles to be low emission by 2050.</p> <p>To support residents in this transition an elected members Executive Task and Finish Group (TFG) was formed to draft an Electric Vehicle Strategy. The Strategy sets out West Sussex County Council’s ambition for the County in regard to Electric Vehicles, and the actions required to meet this ambition.</p> <p>Public consultation on the draft strategy was undertaken between 27 August and 1 October and the results as well as any recommendations made by the Environment, Communities and Fire Select Committee to be held on 7 November will be taken into account before the Cabinet Member for Environment makes a decision to adopt the strategy.</p>	
<p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>Delivery of the Electric Vehicle Strategy will contribute to the following aims within the West Sussex Plan:</p> <ul style="list-style-type: none"> <li>• Reduced carbon emissions</li> <li>• Improved air quality</li> <li>• Infrastructure that supports a successful economy</li> <li>• A place that provides opportunity for all; by focusing on those residents that do not have access to private driveways it enables all residents in the County to have the opportunity to switch to EV.</li> <li>• A great place to live, work and visit; by ensuring that West Sussex remains an attractive and accessible location for all.</li> </ul> <p>In addition it aligns with the County Council’s Energy Strategy and will support the delivery of the County Council’s <a href="#">Climate Change Pledge</a></p>	
<p><b>Financial Impact</b></p> <p>None</p>	
<p><b>Recommendations</b></p> <p>That the Cabinet approves the Electric Vehicle Strategy for the period of 2019 – 2030, attached as Annex 2.</p>	

## **Proposal**

### **1. Background and Context**

- 1.1. Under the Automated and Electric Vehicles Act 2019, the Government plans to ban new petrol and diesel cars by 2040, and the Office for Low Emission Vehicles aims for all vehicles to be low emission by 2050.
- 1.2. The County Council has started to prepare for this transition, to support residents to ensure they are not disadvantaged.
- 1.3. At the request of the Cabinet Member for Environment and the Cabinet Member for Highways and Infrastructure, an Executive Task and Finish Group (TFG) was formed to draft an Electric Vehicle Strategy that sets out the County Council's ambition for the County in regard to Electric Vehicles (EVs), and the actions required to meet this ambition.
- 1.4. The TFG consisted of 5 elected members from across the political parties:
  - Jacquie Russell; Member for East Grinstead South and Ashurst Wood (Chairman)
  - Joy Dennis; Member for Hurstpierpoint and Bolney
  - Michael Jones; Member for Southgate and Gossops Green
  - Sean McDonald; Member for Northbrook
  - Kate O'Kelly; Member for Midhurst and surrounding villages
- 1.5. The TFG met five times from April to October 2019 and a summary of their work and findings is in Annex 1.
- 1.6. **Additional Input into the Strategy**
- 1.7. The Energy Saving Trust (EST) is funded by the Department for Transport to run a Local Government Support Programme relating to EVs. This Programme aims to provide effective and tailored support to improve local air quality and reduce CO2 emissions at a local level.
- 1.8. The EST has acted as a critical friend, commenting on early drafts of the strategy to ensure all necessary factors have been considered.

### **2. Proposal Details**

- 2.1. The draft Strategy 2019-2030 is attached to this document as Annex 2.

It sets out a vision that will enable West Sussex residents, when travelling in a car or a small van, to choose ultra-low emission vehicles and travel in a carbon neutral way.

- 2.2. The Strategy notes that EVs have many benefits, but can, in particular, help the county to:
  - Reduce carbon emissions
  - Improve air quality
  - Generate revenue, but with minimal risk.

2.3. To achieve the vision, the strategy sets out three highly ambitious aims:

- 70% of all new cars in the County to be electric by 2030.
- To put sufficient charging infrastructure in place to support the vehicles predicted to be reliant on public infrastructure charging points.
- Ensure a renewable energy source for all charging points enabled by the County Council.

The strategy also sets out a series of measures to achieve this ambition (see Annex 2)

## **Factors taken into account**

### **3. Consultation**

Detail of the consultation responses will be published with the decision report, and is available to Select Committee members upon request. A summary is provided below:

#### **3.1. Members**

A cross-party Executive Members' Task and Finish Group (TFG) drafted the EV Strategy.

The Environment, Communities and Fire Select Committee will be consulted on the draft strategy at its meeting on 7 November 2019.

#### **3.2. External**

##### **3.2.1. Local Councils**

District, borough, town and parish councils were approached, not only for their views and comments on the strategy, but also to ask if they would like to be more directly involved in the delivery of a public land solution.

Comments were received from eleven councils who were broadly supportive of the strategy, its aims, objectives and delivery plans.

##### **3.2.2. Targeted Interest Groups**

The Equalities Impact Report identified the potential negative consequences of cables crossing footways for users of pavements. To ensure that groups who might be particularly negatively affected were given the opportunity to comment, targeted communications were sent to Associations for the Blind, Elderly and Access Forums.

One response was received.

#### **3.3. Suppliers**

A soft market test has been undertaken to engage possible EV charger suppliers for their views on elements of our strategy. Thirteen responses were received.

There were no elements of the strategy that would prevent suppliers bidding to deliver a public land electric vehicle charger solution across West Sussex.

### **3.4. Public**

#### **3.4.1. Residents Survey**

At the end of 2018 the County Council ran an online residents survey to ascertain local views and opinions on EVs and EV charging.

#### **3.4.2. Public Consultation on Consultation Draft of EV Strategy**

A consultation took place from 27 August to 2 October 2019 and primarily consisted of an online questionnaire.

The highlights are:

- 72% of respondents agree, or strongly agree with the general aims proposed in the strategy
- 62% agree that the strategy should focus on people who will be reliant on public infrastructure
- 61% think only renewable energy should be used to power the chargers, but 33% think renewable energy should only be used if it was not more expensive for users
- 55% think they would be fairly or very likely to use chargers installed
- 39% think the aims were just right; 37% think the aims are not ambitious enough; 23% think the aims are too ambitious
- 40% think that the County Council should allow cables in cable protectors, to run across pavements for charging electric vehicles; 51% think this should not be allowed; 8% didn't know.

Two focus groups also took place for existing electric vehicle users to express their views.

### **3.5. Actions taken as a result of the consultation**

The TFG considered all the consultation responses and made several amendments to the Draft EV Strategy. These are set out in Annex 1: EV TFG Work and Findings.

## **4. Financial (revenue and capital) and Resource Implications**

- 4.1 The adoption of the Strategy will have no cost implications to the County Council. The resources to implement the strategy and deliver the commercial solution can be met from within existing budgets.
- 4.2 The proposed option for delivery, ongoing management, operation and maintenance of chargepoint infrastructure is a third-party supplier. It is likely that the delivery will be via a concession contract, with support from a Government Grants from The Office for Low Emission Vehicles (OLEV).
- 4.3 It is anticipated that the supplier will meet any shortfall in costs after a grant has been awarded, by commercialising the use of the sites and retaining a sufficient proportion of the income generated.

## 5. Legal Implications

- 5.1. The Strategy itself has no legal implications but legal support and advice will be required in the following areas:
- 5.2. The process of market engagement with potential suppliers and procurement of the concession contract to ensure compliance with the Public Concessions Contracts Regulations 2016 etc.
- 5.3. Collaboration agreements with District and Borough Councils and other organisations covering commitment to the Strategy, the procurement of the proposed concession contract and marketing and communications.
- 5.4. The interaction between the OLEV grant (and grant agreement) and the proposed concession contract to ensure consistency between the two documents and their terms and conditions.
- 5.5. The procurement of the concession contract will require an officer/Cabinet member key decision (depending on potential value of the concession) in due course. A more detailed analysis will be required as to the benefits of a concession contract and any income generation strategy resulting from the concession contract and commercialising the charging sites. Further advice will be required from Legal Services, Finance and Procurement at the time.

## 6. Risk Implications and Mitigations

Risk and Impact	Mitigating Action (in place or planned)
<p>Risk: This Strategy is not adopted</p> <p>Impact: WS Residents do not have access to public infrastructure that will enable them to switch to EV.</p>	<p>Mitigating Action: The strategy has been developed with a cross-party members group, there has been input from relevant departments and has been widely consulted on to ensure it is as robust as possible.</p> <p>Links to the Corporate Plan and recent climate change commitments have been made to show how the EV Strategy aligns with existing policies.</p>
<p>Insufficient Funds for delivery</p> <p>Impact: The ambition within the strategy is not realised.</p>	<p>Mitigating Action: The delivery model limits the amount of resources the County Council has to provide to grant funding only.</p>
<p>EVs will remain too costly initially for people to make the switch.</p> <p>Impact – EV take up is lower than anticipated which may impact on the business cases for charging infrastructure</p>	<p>No action is planned to mitigate this risk because it is outside of the County Council's control.</p> <p>It is generally predicted that as the EV market develops, battery costs – and therefore vehicle prices – will continue to drop. In the last five years, battery production costs have fallen by almost 80%. The battery is one of the largest and most expensive elements of</p>

	<p>an EV and, with production costs dropping, the time when an EV costs the same as a comparable conventional model (or even less) is predicted by some in the industry to be only a few years away.</p> <p>Deloitte published research in January 2019 that predicts that EVs will achieve cost parity with conventional vehicles in the UK as early as 2021. From this point, cost will no longer be a barrier to purchase, and owning an EV will become a realistic, viable option for more people</p>
<p>Provision of assets that are underutilised or rapidly obsolete</p>	<p>Mitigation: Develop a clear strategy, work with private sector investors who will take the technology risk.</p>

**7. Other Options Considered** (and reasons for not proposing)

**No Strategy**

- 7.1. Some Councils have installed charging points without first adopting a strategy. Charging points are largely installed on an ad-hoc basis.
- 7.2. With the first wave of EV funding some years ago this was the approach taken, and the majority of these assets have now been proven to be underutilised, poorly maintained and no longer fit for purpose.
- 7.3. To avoid a repetition of this, the County Council’s preferred approach has been to develop a strategy that is clear on long-term ambition, priorities for action, and is clear on Council requirements.

**Uptake Scenarios**

- 7.4. Low and Medium uptake scenarios were considered by the TFG and were not supported because, after consideration of the risks and benefits, it was considered that they do not align with Government Policy and significantly limit the benefits that would be seen across the County.

**Charging point Locations**

- 7.5. In addition to enabling residential charging, rapid hub charging and destination charging the TFG considered enabling workplace charging.
- 7.6. Workplace charging was not proposed as it did not fit within the TFG’s overall sustainable transport vision. It would have also involved providing solutions on private land, which was deemed hard to achieve.
- 7.7. Promotion of workplace charging will be included within a Communications Plan, so that local businesses understand the options for their fleets, their workforce and visitors. Businesses will be aware of available grants and how to apply.

**8. Equality and Human Rights Assessment**

An Equality Impact Report has been completed and is attached as Annex 3.

**9. Social Value and Sustainability Assessment**

The adoption and delivery of the EV Strategy will have multiple sustainability benefits. Many of these are explored in more detail above, but in summary it will contribute to:

- a) Reduction in the County's carbon emissions, directly aligning to the notice of motion agreed in April 2019 which highlighted the imperative that all countries reduce their carbon emissions as soon as possible and the importance of West Sussex County Council's commitment to carbon neutrality as quickly as possible.
- b) Improvements in local air quality
- c) By focusing on residents that do not have access to private driveways it enables private car users in the County to have the opportunity to switch to EV regardless of the location the vehicle is kept.
- d) By aiming for a public land solution the strategy aims to provide a charging network that would be the best and most appropriate for local residents, not for the Council.

**10. Crime and Disorder Reduction Assessment**

None

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**Steve Read**  
**Director of Environment and  
Public Protection**

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**Annexes**

Annex 1: Summary of EV Task and Finish Group workings and findings  
Annex 2: Draft EV Strategy  
Annex 3: Equality Impact Report

**Background papers**

None

## **Summary of the work and findings of the Electric Vehicle Executive Task and Finish Group (TFG)**

The TFG met five times from April to October 2019. Over the course of the meetings the TFG reviewed and considered:

- a) The potential benefits of switching to EVs.
- b) Carbon data for the County including a Department for Business, Energy and Industrial Strategy (BEIS) Data Set: UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2016, published in June 2018, and the Department for Transport Road Traffic Forecasts for Traffic Tailpipe Emissions in the South East Region.
- c) Existing County Council strategies relating to energy and sustainable transport.
- d) Models of three EV uptake scenarios (aligned with Government scenarios) across the County, including the risks and opportunities these scenarios presented.
- e) The results of a West Sussex Residents Survey which ran at the end of 2018.
- f) Potential interventions available to the County Council, including the potential benefit and deliverability of these measures.

The TFG also considered all the responses to the 2019 public consultation on the draft EV strategy (Appendix X), and as a result made the following amendments to the Draft EV Strategy as follows:

### **1. Adjusted the Ambition**

The consultation draft included the aim of:

70% of all new cars in the County to be electric by 2030, but as a minimum at least 50% are electric.

The 50% caveat was removed, and the aim reworded to: At least 70% of new cars in the County to be electric by 2030.

### **2. Removed enabling cables to cross pavements**

The consultation draft included a provision to enable cables to allow residents to run a cable in a suitable cable cover across a pavement and will develop and issue guidance to assist in ensuring that this is possible at minimal risk to members of the public.

This was removed from the strategy and the County Council will not support residents to run a cable in a suitable cable cover across the pavement.

Instead, the County Council will continue to explore potential solutions to enable residents to charge at home, including keeping up to date with pilots running in other areas, for example channels for cables in Oxford.



### **3. Broadened the public land solution aspiration**

The consultation draft included the aspiration of working in partnership with District and Borough Councils (the main owners of public off street parking) and Parish Councils to provide a public land solution.

This aspiration has been broadened to a community land solution and the County Council's partnership aspirations include charities that run and maintain community land such as village halls and community centres.

### **4. Other**

Adjustments were also made to the text to make it clearer that:

- This strategy was set within the context of a move to more sustainable transport, and this was included in the strategy summary.
- There would be no cost to the County Council to install the chargers
- Chargers enabled by the County Council will be accessible via contactless payments
- Street lighting chargers are not a viable solution within the County
- Efforts will continue to engage with potential market providers to encourage them to invest in charging infrastructure within the County
- Our communications plan will include a focus on local businesses

Several other minor additions and amendments were made to reflect comments and suggestions from the consultation and to provide clarity on various aspects of the strategy.

## **Annex 2**

# **West Sussex County Council's Electric Vehicle Strategy** **2019-2030** **DRAFT**

Our overall transport vision for West Sussex remains one based on sustainable transport. We recognise the many benefits of sustainable transport, both to individuals, places and the environment more widely, and want to reduce car use overall across the county in favour of public transport and active travel. However, we recognise that for certain activities and individuals, cars and vans remain an appropriate mode of transport. Moving these vehicles from petrol and diesel to ultra-low emission vehicles is critical, to reduce the impact of those journeys, and help us achieve our climate change and air quality ambitions.

Our vision for the County is that when residents travel by car and small van they choose ultra-low emission vehicles, and travel in a carbon neutral way. This strategy focuses on the role of electric vehicles across the county to deliver this vision, and the interventions we will be taking to support West Sussex residents to a transition to electric. It looks forward to 2030, but as electric vehicles, and electric vehicle charging, is very much an emerging technology it is important for us to be able to adapt to changes and ensure a flexible approach to delivery of the strategy. Therefore, the actions within the strategy focus on the next five years and will be reviewed regularly to ensure adaptability to changes in technology, trends in mobility and financial considerations.

This strategy forms one part of the overall transport strategy for the County and should be considered alongside and read in conjunction with other strategies such as the West Sussex Transport Plan, the Bus Strategy and the Walking and Cycling Strategy.

## **Background**

Replacing existing petrol or diesel vehicles with electric vehicles (EVs) brings the environmental benefits of lowering carbon emissions and reducing air pollution.

Users also often achieve savings in vehicle running costs, with some research showing a typical electric vehicle saving its owner roughly £100 in fuel for every 1,000 miles driven, when compared to petrol or diesel.

There are more than 100 fully or part EVs already available to buy or lease in the UK. Car manufacturers are investing heavily in EVs, and many have committed to including substantial numbers of EVs across their model ranges within the next 3 to 10 years.

Although EVs currently cost more to buy than a petrol or diesel car, research predicts<sup>1</sup> that EVs will achieve cost parity with conventional vehicles in the UK as early as 2021. From this point, cost will no longer be a barrier to purchase, and owning an EV will become a realistic, viable option for more people.

Currently modern EVs are available that can drive for over 250 miles, making them suitable for the majority of users. When EVs require refuelling, they must

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<sup>1</sup> Battery Electric Vehicles: New markets. New entrants. New challenges. Published by Deloitte, January 2019

be connected to a charging infrastructure that, depending on the type of the charging point, can fully refuel the vehicle in anything from half an hour to 10-12 hours. The adequate provision of this charging infrastructure is essential to allowing individuals to own and operate EVs. Road to Zero is the Government's strategy in relation to ultra-low emission vehicles. It sets out how they plan to meet their commitment to end the sale of the new conventional petrol and diesel cars and vans by 2040.

Their strategy sets out ambition for at least 70% of new car sales to be ultra-low emission by 2030. These are referred to as high and medium ambition scenarios.

## **Why are electric vehicles important to us?**

There are three reasons why we want to support EV take up in the County.

### **Carbon**

Our main, and foremost priority, is to reduce the carbon emissions of the County. We are committed to do what we can to combat climate change. Across the County, 37% of our total carbon emissions are due to road transport,<sup>2</sup> and over half of these emissions are due to car travel.

Enabling and accelerating the move to EVs will help us to reduce our emissions significantly.

### **Air quality**

We want to safeguard and improve air quality across the County. There are currently 10 Air Quality Management Areas<sup>3</sup> (AQMAs) in West Sussex. These AQMAs are locations where Nitrogen Oxide levels exceed, or are likely to exceed, the national maximum threshold. The main cause of this pollution is vehicle emissions.

With our District and Borough partners we are implementing an Air Quality Action Plan but again, enabling and accelerating the move to EVs will help reduce air pollution and improve local air quality.

### **Revenue, with minimal risk**

Finally, we are mindful of the revenue generation opportunity EVs present. The capital costs of installing this charging infrastructure can be considerable but, once installed, the usage of this infrastructure could have significant revenue potential. Alongside this, however, we are aware of the rapid pace of change in this innovative and evolving technology. We are cautious about investing tax payers' money in infrastructure that may become obsolete and a redundant asset before it has paid back on the investment to install it. It is crucial to us that tax payers' money is protected from this risk.

## **Aims**

To achieve this vision we have three highly ambitious aims:

- At least 70% of all new cars in the county to be electric by 2030.
- There is sufficient charging infrastructure in place to support the vehicles predicted to be reliant on public infrastructure to charge.

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<sup>2</sup> Data taken from BEIS Data Set: UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2016. Published in June 2018

<sup>3</sup> For a list of these sites, see the [air quality pages](#) on the West Sussex County Council website

- Ensure a renewable energy source for all charging points on County Council land or highway.

## **Our methodology**

We have worked with a consultant to model what different EV uptake scenarios looked like across the county. We sought to understand both the number of vehicles that would be involved and the number of charging points that might be required to support them.

We have included both battery electric vehicles – vehicles relying solely on battery power and plug-in hybrid electric vehicles – conventional petrol or diesel working alongside an electric motor when carrying out this work.

We drew on the experience of UK Power Networks (UKPN), who had carried out significant modelling and thinking around EV uptake. We used a model, tested by UKPN that draws on models used by the Department for Transport to inform EV policy decisions with predictions including vehicle attributes, expected increases in battery range, energy prices and supporting infrastructure. The model also factors in the results of their substantial charging patterns study.<sup>4</sup> Where we have deviated from the approach of UKPN is to ensure that the local characteristics and behaviours within West Sussex were taken into account. Our model has included local information about access to off-road parking and information about travel patterns, including the number of commuters in an area.

We have applied the model to the smallest geographical area that we could get data for. This is MSOA level.<sup>5</sup>

In applying the model we have assumed that where people have access to off-road parking they will be able to install their own charging point, and will not be solely reliant on publicly accessible charging infrastructure.

Our predictions for the number of charging points required is based on a high home, low work charging scenario. This scenario most reflects both our overall sustainable transport ambitions, (we don't want to be encouraging more journeys by making work the primary place where people can charge) and also the results of our local EV survey,<sup>6</sup> and other national studies,<sup>7</sup> where home charging is the preferred option.

We are focusing primarily on providing charging points for West Sussex residents. The mix of infrastructure proposed will also meet the needs of small businesses and visitors to the area.

## **Key findings**

The modelling work we have done estimates that across West Sussex we need to see 3,305 public charging points by 2025, and 7,346 by 2030.

### **High Uptake Scenario: 70%**

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<sup>4</sup> Recharge the Future - UKPN charging patterns study

<sup>5</sup> MSOA is a geographical geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. The minimum population is 5000 and the mean is 7200

<sup>6</sup> WSCC Electric Vehicle Residents' Survey Dec18-Jan19

<sup>7</sup> Recharge the Future - UKPN charging patterns study

		Now	2025	2030
<b>Total EVs in West Sussex car stock</b>		1,593	66,236	161,583
<b>Number of EVs that will rely on public infrastructure</b>		<10	17,890	44,048
<b>Number of publicly accessible charging points required</b>	<b>Residential Charging points</b>	0 home specific 80 destination	3,169	7,027
	<b>Rapid Charging points</b>	9	136	319

These predictions are reliant on public uptake of EVs, which to a great extent is reliant on car manufacturers.

## Our solution

We want to ensure that our solution tackles the barriers to EV uptake. Residents told us that lack of public charging points and range anxiety were significant factors that were preventing / discouraging them from switching to EVs<sup>8</sup>. Our solution addresses both of these issues.

To achieve the ambition that we have set out we want and need to encourage everyone to make the switch to EV as soon as possible.

Our solution therefore is two stranded:

1. **Encouraging** – focusing on communications and incentives.
2. **Enabling** – focusing on the provision of charging infrastructure.

## Encouraging

### Communications

We are aware that the EV market is still an emerging one, and in some cases people's perceptions around EV performance and availability of chargers is not current.

We wish to address this, and ensure our residents understand the options for, and benefits of, EV ownership; are aware of grants they can take advantage of (particularly the Government Home charger scheme (where customers can get 75% towards costs), and know where they can find charging points.

An element of our communications will particularly target local businesses to ensure they understand the options for their fleets, their workforce and visitors. It will include ensuring they are aware of grants they can take advantage of and how to apply.

### Incentives

Although our options are limited when it comes to offering incentives, it is something we have been keen to explore. The form of these incentives is important. We do not want to penalise people who cannot currently make the switch to EV, and therefore ruled out options that created an incentive by negatively impacting others.

<sup>8</sup> WSCC Electric Vehicle Residents' Survey Dec18-Jan19

At a national level, grants are already available to support individuals to make the switch, and at a time of considerable pressure for our resources we do not think it would be appropriate to offer any grant over and above this.

Although we do not control the majority of public car parks across the county, we do operate controlled parking zones and have authority to set parking charges for these areas. We will explore different charging mechanisms, including differential charges for residential parking permits for low emission vehicles.

## **Enabling**

### **a) New development**

Although we are not the primary planning authority, we see the integration of electric vehicle charging infrastructure into all new developments as critical to the future long term sustainability of a charging network.

- **Guidance on parking**

It is important that developers consider the likely demand for electric charging points within new developments, and how this is likely to change over time. Our Guidance on Parking at New Development to developers states that developers should identify ways to cater for this demand within the design of new developments as part of the overall provision of parking facilities. This could include, for example, a mix of spaces with active charging facilities and passive provision, i.e. ducting to allow facilities to be brought into use at a later stage. Our guidance also states the EV space allocations for active EV charging facilities expected between now and 2030. These are in line with the ambition within this strategy.

- **WSSC Local Design Guide**

Our local design guide sets out our preferences on the application of national highway guidance and standards for residential development within West Sussex. We will update our guide to reflect the principles contained within this strategy.

- **Our buildings**

We will also ensure that any new build projects that we undertake, where it is safe and appropriate for the public to have access to the site, will integrate publically available electric vehicle charging. At a minimum we will ensure charging is integrated for our own fleet vehicles.

### **b) Enable a comprehensive and cohesive charging solution on community land.**

The County Council aspires to work in partnership with district and borough councils (the main owners of public off-street parking), parish councils and charities that run and maintain community land such as village halls and community centres to provide a comprehensive and cohesive solution on public land. We believe that if we can consider all community land when planning a charging network there would be significant benefits to our residents. We could:

- provide a joined-up solution, which looks, and is accessed in, the same way across the county making it easier for people to use;
- provide chargers in the best locations for the users, rather in the places we have the land / space to do it;

- enable chargers to be delivered faster across the whole county as the chances of finding more feasible and achievable sites will be increased if we maximise potentially “in scope” public land;
- avoid duplicating provision in a single area;
- access significantly more government funding than acting alone, and thereby deliver more infrastructure within the county;

Although a community land solution is our overall aspiration, we can only commit our own assets in this strategy.

We are the local Highway Authority, with control over the vast majority of public highways in the County. This includes roads and footways. Notable exceptions are some of the main strategic routes in the county – the M23, the A27 and most of the A23, which are managed by Highways England.

We also own a substantial number of buildings and land assets across the county from which we deliver our services. This can range from individual homes to large corporate office hubs, fire stations, care home and schools.

We are uniquely placed to enable the provision of this charging infrastructure, to enable the switch to EV.

When considering **charging point type and operation** we have some **general principles** that we will be adhering to:

#### **Charging point equipment**

- The charging points installed across the County will look and feel the same, with consistent signage.
- AC Charging points will use standard plugs (Type 2 connectors). We will not be using three pin plug connectors.
- Charging points will be at least 7KW. Modern EVs are, and will continue to be, produced with larger and larger battery packs. Anything less than a 7KW charging point will take an impractical amount of time for these larger vehicles to charge.

#### **Charging point installation**

- We want to minimise the amount of street furniture and clutter.
- Charging points should be at least dual connectors, or if this is not possible, demonstrate that they take up less space than a dual connecting charging point, and equally provide the same value for money.
- Installations will include the creation of charging bays with EV parking bay marking. These will be marked with green bay paint marking with ‘Electric Vehicles Only’ text.
- To maximise the accessibility of the charging points, they will have time related use restrictions, dependent on the location and charge provided.
- Signage, particularly in residential and destination locations will be kept to a minimum, and show clear information about the costs to charge

#### **Payment**

- Users will be charged for the energy that they use.

## Agenda Item 6

### Appendix 1

- Charging points will be easy for anyone to use with a contactless pay as you go system. In addition there will be an option for pre-registering for regular users if they prefer.
- To ensure that residents relying on our residential charging solution (more detailed explanation of this is set out on Page 10 onwards) are able to get a deal as close to being able to charge on their own property as possible, we will offer differential pricing to residents and identified public sector partners through a membership scheme.
- We will consider, on a location by location basis, waiving or reducing parking fees in short and medium term parking locations ( this will be restricted to sites where we have control of the parking)

### **Charging point management system**

- All our charging points will be supported by one branded back office system. Charging points will use the latest open charging point protocol, enabling the Council to transfer the back office function to another user if the back office system proves unfit for purpose, or if users are receiving an unsatisfactory level of service.
- Our charging points will supported by an app and website to help customers locate available charging points. This will interact with other well-known and trusted website providers such as ZapMap. We will also provide a map of planned future charging point locations to keep residents up to date on our plans.

### **Energy supply**

- We will maximise the carbon saving associated with the switch by ensuring that charging points we enable use renewable energy, either by generating and storing energy on site, or through a renewable / green energy tariff.
- WSCC will retain responsibility for the source of the energy used to operate the charging points in order to ensure that the benefits of competitive energy tariffs are passed onto local residents.
- We wish to explore how we can support smart charging, and reduce demand on the grid at peak times, and will investigate solutions for pricing incentives to encourage charging off peak, and the feasibility of vehicle to grid (vehicle to grid technology enables energy stored in EVs to be fed back into the national electricity network (or 'grid') to help supply energy at times of peak demand) for public charging.

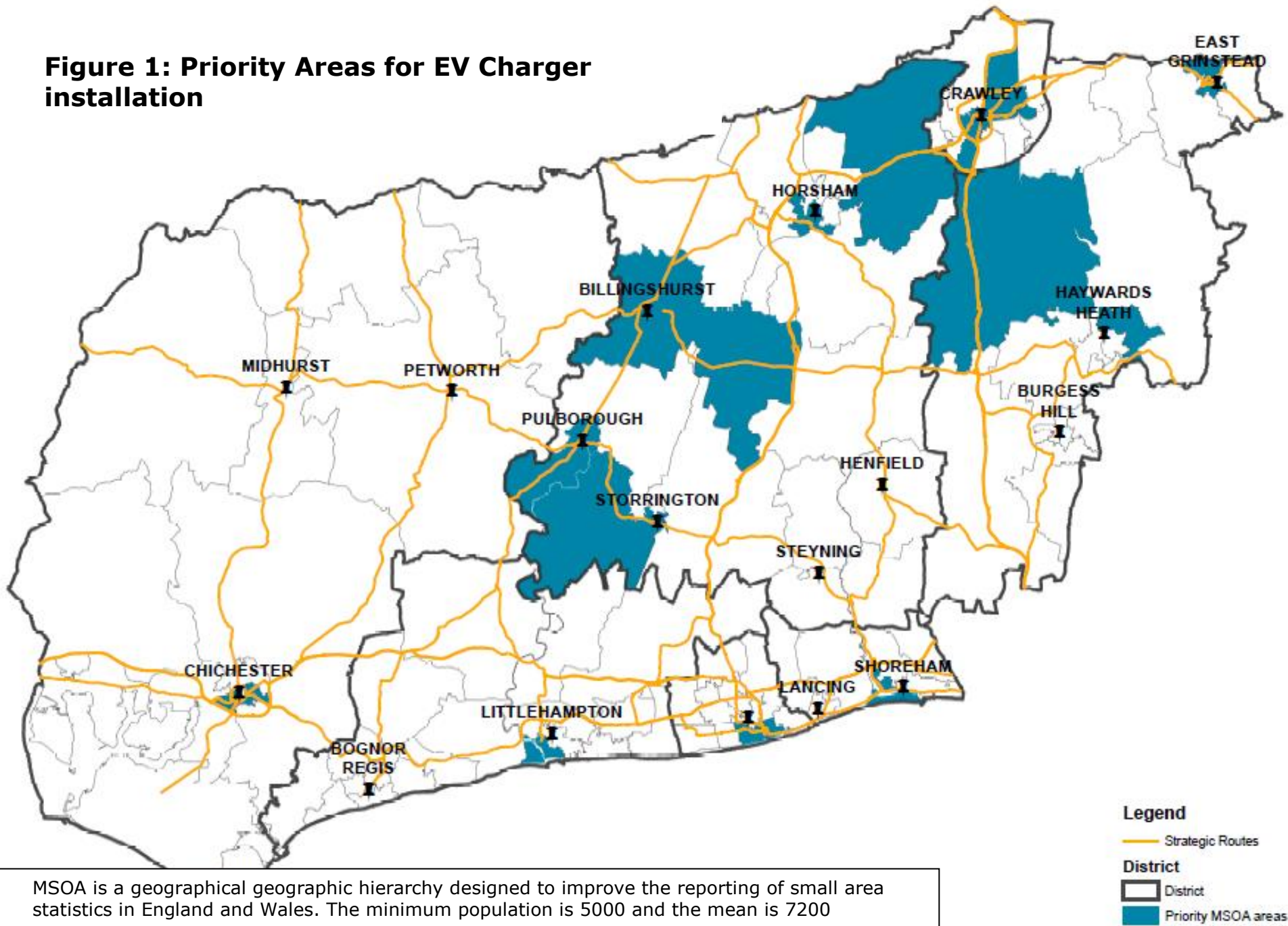
### **We also have some general principles in relation to charging point locations:**

- We want to provide charging points in the places that people need them, but not in locations that encourage additional car use.
- We will focus on areas where residents cannot make the switch to EV without access to a public charging network, but we want to ensure a good geographical spread across the county.



- We will ensure any charging points we enable are complementary to, and not in direct competition to others already operating in the area.
- Although efforts to engage with potential market providers (supermarkets, petrol station operators etc) has proved difficult to date, we will work with our preferred supplier to attempt to engage with other potential private providers to encourage them to invest in charging infrastructure within the County and to ensure any additional public charging infrastructure is complimentary to privately owned charging points.
- Our initial efforts will focus in areas where we predict there will be more chargers required. The initial priority areas will be the areas in blue and along strategic networks, as illustrated in Figure 1. These are areas where there is less access to off road parking, where uptake trends are fastest and where there are more commuter journeys happening. (Any individual sites will be subject to feasibility investigations and a clear business case).
- West Sussex residents will have the opportunity to suggest suitable specific sites for charging points to be installed.
- Individual sites will be subject to full feasibility investigations including an assessment of local grid capacity.

**Figure 1: Priority Areas for EV Charger installation**



MSOA is a geographical geographic hierarchy designed to improve the reporting of small area statistics in England and Wales. The minimum population is 5000 and the mean is 7200

## Accessibility

- Charging points will be easily accessible and, where the primary user will be the general public, will be available 24 hours a day.
- Ideally charging points will be in busy locations with high footfall.
- Ideally urban sites will have CCTV and be well-lit for use at night.

## Other highway users

- Parking for charging points will not remove parking designated for people with a disability, spaces for car club cars, bus bays or bicycle parking, although we will seek to ensure some disability parking is provided with charge points.
- Charging points and charging bays will only be installed in locations where it is safe to do so and where parked vehicles will not impede current and planned future highway works, as set out in local and strategic transport improvement plans, and pre-existing development agreements.
- On street charging points will be located on the kerbside of the footway, and be situated as close as possible to the kerb to limit the space they take up and reduce trip hazards.
- Charging points will not be installed in areas where installation will restrict access for other footway and road users.

We want to see three main types of charging infrastructure. These are listed below in priority order:

- 1. Residential charging** - serving residents primarily for overnight charging. Addresses lack of public charging concerns
- 2. Rapid hub charging** - serving all EV users, providing 20-30 minute charging. Convenient to as many users as possible. Addresses lack of public charging and range anxiety concerns.
- 3. Destination (top up) charging** - serving all EV users, providing top up charging over a few hours. Addressing lack of public charging and range anxiety concerns.

Below is more detailed information on what our vision is for each of these charging types.

### 1. Residential charging

Where no off-street parking exists we want to enable 2, potentially 3 types of residential charging:

#### a. Enabling charging on home chargers

We want to make it as easy as possible for residents to make the switch to EVs, and are aware of the benefits of charging from your own home charger, for example it may be cheaper and allow easier vehicle to grid solutions)We are very mindful that we need to ensure that our pavements are safe for pedestrians and other highway users, and that we don't expose the County Council or individuals to excessive liability or risk.

We will continue to explore ways to enable this option for West Sussex residents, including keeping up to date with pilots running in other areas, for example channels for cables being trialled in Oxford.

**b. Residential hub charging**

- Although we aspire to work with District, Borough and Parish Councils to deliver a public land solution in West Sussex, we can only commit our own assets. Therefore hubs will be located on County Council owned land **excluding:**
  - Residential homes;
  - Schools, unless they specifically opt into to providing chargers;
  - Care sites offering residential services, or services to vulnerable people;
  - Leased properties, where tenants fully control the site services and operation;
  - Agricultural land;
  - Greenfield sites;
  - Secure sites;
  - Sites where public access might impede our service delivery, or put the public at risk.
- Will be located close to a residential area without access to off road parking. Ideally this will be less than 500m walk for the majority of users.
- When charging in a County Council owned hub, overnight parking will be available for free.

**c. Residential charging on street**

- We will not be pursuing installing charging points located on/in street lights. For a are a number of reasons:
  - Power supply  
Street Light columns have a very low power supply. Most are in the region of 2Kw. With batteries in cars increasing in size, 2kw would be exceptionally slow to charge, and not fit for purpose.
  - Trailing Cables  
WSCC lighting columns are in the main placed at the back of footway as this makes them less vulnerable to damage but this means charge leads would be going across the footway. Ownership / Responsibility  
It is the responsibility of a third party (Tay Valley Lighting) to maintain all our street lights under a 25yr PFI (Private Finance Initiative), this passes all the risk of the street lighting to Tay Valley Lighting. There are some complex and costly legal issues about providing another party access to the lights. Although these might potentially be overcome it will take significant time and resources to do so, and there is no guarantee they can be resolved. We have ambitious aims for EV in the County, and need to be taking early action.

- In areas where parking is already restricted for residents only, these parking restrictions will apply equally to the EV bays.
- Charging points should not be considered the personal charging point of any one individual, but will be an asset for the community to access. To support this, where practical the bay will not be located outside one particular property, but in the best location to serve an entire street.

## 2. Rapid hub charging

- Charging points will:
  - be at least 43kW AC or 50kW DC;
  - be close to a strategic road network or other important route;
  - be in locations that don't already experience significant congestion / don't attract additional trips into already congested areas;
  - consist of at least 3 and ideally 6 charging units, so at least 3 cars with the same connector type will be able to charge at any one time.
- Charging on street, or in off street hubs will be considered.

## 3. Destination (top Up) charging

- Charging points will be located where short/medium term parking is available.
- Charging points will be located in areas with existing car-based activity, with mixed use areas and destinations such as near high streets and transport hubs. (This will support the use of EVs for existing car trips)
- Charging on street, or in off street hubs will be considered.

## How we will deliver

There are two main grant schemes available to us, the On-Street Residential Charging Grant, and the Workplace Charging Grant. These cover 75% and 50% of the installation costs of charging points. There is no provision in the grant for future maintenance.

We are cautious in investing our limited capital funds in an innovative and evolving technology. We lack the resources internally to stay on the cutting edge of developments, and see the market as the main holders of this knowledge and expertise.

Therefore our preferred option for delivery and ongoing management, operation and maintenance is the use of third party supplier.

Other than drawing down on a the Government Grant for electric vehicle charging, we do not intend to use any other Council funds to deliver this scheme.

## ACTIONS

Aim 1: 70% of all new registered cars in the County are electric by 2030,

Objective	Actions for WSCC
Ensure our residents and businesses understand the options for and benefits of EV ownership, are aware of grants they can take advantage of, and where	Develop and start delivery of a communication and engagement plan

Agenda Item 6

Applicants find charging points	
Offer incentives to encourage residents to make the switch to EVs as soon as possible	We will explore different charging mechanisms, including differential charges for residential parking permits for low emission vehicles.
	As charging point sites come forward, review the reducing parking fees in short and medium term parking locations
West Sussex County Council will lead by example	Develop a phased fleet transition plan to move our fleet to electric.

Aim 2: There is sufficient charging infrastructure in place to support the vehicles we predict will be reliant on public infrastructure to charge.

Objective	Actions for WSCC
Ensure the future long term sustainability of EV charging by integrating infrastructure into new development	Regularly review our Guidance on Parking at New Developments to ensure adequate provision for EV charging on new development
	Revise our WSCC Local Design Guide to reflect our charging point principles
	Revise our own new building design standards to include EV provision that meets our charging point principles
	Lobby for more transparency from market providers regarding future development plans
Provide a comprehensive and cohesive public charging solution on community land.	Collate a long list of sites for consideration for delivery by our delivery partner
	Appoint a market-based partner to work with us to provide the charging point network
	Develop a 5 year rolling delivery programme for charging points across the County. This delivery programme will include measurable targets.

Aim 3: Ensure a carbon neutral energy source for all charging points we enable

Objective	Actions for WSCC
Maximise the carbon saving associated with the switch to EV	Stipulate the requirement for renewable energy, either by generating and storing energy on site, or through a green / renewable energy tariff within our supplier specification

All actions will be subject to clear business cases that demonstrate value for money, and availability of funding.

## Equality Impact Report

<b>Title of proposal</b>	Electric Vehicle Strategy Consultation				
<b>Date of implementation</b>	September 2019 to October 2019				
<b>EIR completed by:</b>	<table border="0"> <tr> <td style="background-color: #e0f2f1;"><b>Name:</b></td> <td>Ruth O'Brien</td> </tr> <tr> <td style="background-color: #e0f2f1;"><b>Tel:</b></td> <td>0330 2226455</td> </tr> </table>	<b>Name:</b>	Ruth O'Brien	<b>Tel:</b>	0330 2226455
<b>Name:</b>	Ruth O'Brien				
<b>Tel:</b>	0330 2226455				

### Decide whether this report is needed and, if so, describe how you have assessed the impact of the proposal.

Under the Automated and Electric Vehicles Bill, Government has announced plans to ban new petrol and diesel cars by 2040, and the Office for Low Emission Vehicles aims for all vehicles to below emission by 2050.

The council needs to start preparing for this transition and support the wider county so that its businesses and residents are not disadvantaged. Early investment in infrastructure to support the transition from petrol and diesel vehicles to alternative fuels is critical.

The council, under its Strong, Safe and Sustainable place commitment in the West Sussex Plan, has ambition to support the uptake of electric vehicles into the county.

Introducing electric vehicles will also help us to deliver against our measures for successes of improving air quality and becoming carbon neutral.

Following a consultation at the end of 2018 to establish what people would like and need to see in order for them to make the switch to electric vehicles, the County Council has now produced a draft Electric Vehicle (EV) Strategy.

We are consulting with the public to seek views on this strategy before it is formally adopted. Analysis of a survey carried out at the end of 2018 to gather information to form this strategy showed that the following people were underrepresented:

People living in Crawley

Women

People who park their car on-street

People with a disability

We have targeted the consultation on the draft strategy to ensure that underrepresented groups have a chance to be heard.

### Describe any negative impact for customers or residents.

Not all residents have off-street parking to enable them to charge an electric vehicle at home. The Strategy focuses on providing public charging for this group of people to reduce this impact.

Users will be charged for the electricity they use in charging their vehicle.

Disabled drivers will not necessarily be able to charge their vehicle directly outside their home if they do not have off-street parking.

There is potentially a negative impact for other footway users, with the chargers limiting the amount of usable spaces, or cables crossing footways.

### Describe any positive effects which may offset any negative impact.

## Agenda Item 6

### Appendix 1

Our proposals include measures to limit distance people will have to walk and also will offer differential pricing to residents so that their costs are as close as possible to the amount they would pay if charging at home.

To maximise the accessibility of the charging points, they will have time related use restrictions, dependent on the location and charge provided.

Charging points will be easily accessible and, where the primary user will be the general public, will be available 24 hours a day.

Ideally charging points will be in busy locations with high footfall.

Ideally urban sites will have CCTV and be well-lit for use at night.

The chargers will not remove parking designated for people with a disability, spaces for car club cars, bus bays or bicycle parking. They will only be installed in locations where it is safe to do so and where parked vehicles will not impede current and planned future highway works, as set out in local and strategic transport improvement plans, and pre-existing development agreements.

On-street charging points will be located on the kerbside of the footway, and be situated as close as possible to the kerb to limit the space they take up and reduce trip hazards.

Charging points will not be installed in areas where installation will restrict access for other footway and road users.

We proposed in the draft consultation enabling residents to trail EV charging cables across the footway, as long as certain conditions are met. Although this might help a large number of people who are currently unable to charge at home, the consultation did not support this option, without the majority of respondents against this idea. As a result of the consultation response, the proposal was removed.

#### **Describe whether and how the proposal helps to eliminate discrimination, harassment and victimisation.**

Not applicable

#### **Describe whether and how the proposal helps to advance equality of opportunity between people who share a protected characteristic and those who do not.**

The Electric Vehicle Strategy Consultation has been effectively promoted to ensure that people with protected characteristics are reached as widely as possible. This included targeting groups and organisations that can disseminate information directly to those individuals. Disability access groups, age organisations, community groups and other key stakeholders have all been engaged as part of this process.

#### **Describe whether and how the proposal helps to foster good relations between persons who share a protected characteristic and those who do not.**

The Electric Vehicle Strategy Consultation was publicised and monitored throughout the consultation period to ensure that participation was as inclusive as possible.

The Electric Vehicle Strategy applies to all residents and visitors to the county outlining the Council's approach to delivering appropriate infrastructure. The Strategy supports the needs of all electric vehicle users including disabled and older people, and aims to support services and infrastructure that can be used by a wide variety of users who may have different needs.

#### **What changes were made to the proposal as a result? If none, explain why.**



The TFG considered all the consultation responses, and made the following amendments to the Draft EV Strategy presented today:

1. Adjusted the Ambition

The consultation draft included the aim of:

70% of all new cars in the county to be electric by 2030, but as a minimum at least 50% are electric.

The 50% caveat was removed, and the aim reworded to "At least 70% of new cars..."

2. Cables across Footways

The consultation draft included a provision to enable cables to allow residents to run a cable in a suitable cable cover across a pavement, and will develop and issue guidance to assist in ensuring that this is possible at minimal risk to members of the public

This was removed from the strategy and replaced with text about enabling residents to charge at home and continuing to explore potential solutions, including keeping up to date with pilots running in other areas, for example channels for cables in Oxford.

3. Broadened the public land solution aspiration

The consultation draft included the aspiration of working in partnership with District and Borough Councils (the main owners of public off street parking) and Parish Councils to provide a public land solution.

This aspiration has been broadened to a community land solution and the County Councils partnership aspirations include charities that run and maintain community land such as village halls and community centres.

3. Other

Adjustments were also made to the text to make it clearer that:

- This strategy was set within the context of a move to more sustainable transport, and this was included in the strategy summary.
- There would be no cost to the Council to install the chargers.
- Chargers enabled by the Council will be accessible via contactless payments.
- Street lighting chargers are not a viable solution within the County.
- Efforts will continue to engage with potential market providers to encourage them to invest in charging infrastructure within the County.
- Our communications plan will include a focus on local businesses.

Several other minor additions and amendments were made to reflect comments and suggestions from the consultation and to provide clarity on various aspects of the strategy.

**explain how the impact will be monitored to make sure it continues to meet the equality duty owed to customers and say who will be responsible for this.**

It is our preference that the strategy will be implemented by a third party supplier.

The supplier will be required to respond to customer feedback, and keep a record of any issues and complaints and how they have been resolved.

The quality of the customer service will be very important to the service that is delivered, and the supplier will be tested on their ability to deliver a good service to all residents.

**To be signed by a Director or Head of Service to confirm that they have read and approved the content.**

Name

Date

Your position

<b>Environment, Communities and Fire Select Committee</b>
<b>7 November 2019</b>
<b>Highway Maintenance Service Procurement</b>
<b>Report by Acting Chief Executive and Director of Highways and Transport</b>

### **Summary**

West Sussex County Council (WSSC) is a designated Highways Authority under the Highways Act 1980. Under the Act WSSC has duty to maintain highways maintainable at public expense.

A procurement exercise to put in place contracts for delivery of key highway maintenance services required was initiated under the Cabinet Member Key Decision [HI22 18.19](#) made on 14 January 2019.

As part of this decision the Cabinet Member delegated authority to the Director of Highways, Transport and Planning to *“finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.”*

In May 2019 the Full Business Case was presented to the Environment, Communities and Fire Select Committee setting out the procurement strategy.

Under a model derived from the Options Appraisal report, contained as Appendix A of the select committee report of 9 May 2019, and further market insight engagement, WSSC published the requisite OJEU notice, and commenced formal procurement, on 22 July 2019.

The services have been procured in six separate lots;

1. Core Maintenance
2. Drainage Cleansing
3. Hedge Maintenance and Grass Cutting
4. Carriageway & Footway Resurfacing
5. Carriageway Micro and Carriageway & Footway Treatments
6. Highway Improvements

Compliant tenders have been received against all lots and a full and detailed evaluation and moderation process is currently nearing completion.

At this stage moderation has been concluded on 5 of the Lot evaluations and provisional “Preferred Bidders” have been identified.

Following moderation of the final Lot evaluation the formal process of announcing Preferred Bidders will begin with the publishing of an Officer Key Decision report.

Contract Awards remain on target for conclusion on 16 December 2019.

**Focus for Scrutiny**

The Committee is asked to consider the progress of the procurement process to date, and identify any problems which might delay the objective to award contracts in December 2019.

The Committee is further asked to consider how it wishes to undertake scrutiny of performance under the new contracts.

**Proposal**

**1. Background and Context**

- 1.1 Following the model and recommendations of an independent options appraisal report commissioned by the Director, Highways, Transport & Planning a procurement exercise was initiated on 14 January 2019.
- 1.2 Building upon the recommendations of this study a Prior Information Notice was issued to market on 18 January 2019 and further detailed market engagement was conducted over three days.
- 1.3 Market engagement and consideration of the current economic pressures in the operating environment informed the adoption of a single procurement for service and works contracts for six independent lots.

**2. Proposal**

- 2.1 The full business case set out an approach to disaggregated services in multiple lots to fit the needs of the council.
- 2.2 The proposal adopted from the full business case is illustrated below;

<b>Option 3 Disaggregated Services Multiple Lots Approach</b>	
Advantages	<ul style="list-style-type: none"> <li>• Offers service resilience through flexible supply chain</li> <li>• Likely to reduce application of costs – Fee on fee</li> <li>• Provides flexibility for change</li> <li>• Provides closer framework for collaborative working and innovation development</li> <li>• Stimulates local economy – accessible to local SME market</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>• Multiple points of contract management</li> </ul>

	<ul style="list-style-type: none"> <li>• Additional activity running mini competitive tenders in contract</li> </ul>
Conclusion	Deemed manageable with existing internal resource and offers potential financial and improved social value benefits

2.3 The independent service lots will be awarded as:-

Single supplier contracts for maintenance services defined in Lots 1, 2 and 3;

1. Core Maintenance
2. Drainage Cleansing
3. Hedge Maintenance and Grass Cutting

A framework agreement for capital works, established to cover Lots 4, 5 and 6 with up to five contractors appointed to each Lot;

4. Carriageway & Footway Resurfacing
5. Carriageway Micro and Carriageway & Footway Treatments
6. Highway Improvements

Future programmes and schemes let under the framework lots will be subject to mini-tender competitions.

2.4 The timetable to close out the procurement exercise is set out below;

- |                                  |             |                  |
|----------------------------------|-------------|------------------|
| • Tender evaluation              | - Completed | 18 Oct           |
| • Scoring consolidation          | - Completed | 25 Oct           |
| • Moderation                     | - Ongoing   | 29 Oct – 11 Nov  |
| • ECFSC Select Committee         |             | 7 Nov            |
| • Preferred Bidders identified   |             | 11 Nov           |
| • Project Board Ratification     |             | 14 Nov           |
| • Officer Key Decision published |             | 29 Nov           |
| • Bidder Notifications           |             | 29 Nov           |
| • Standstill Period              |             | 30 Nov – 10 Dec  |
| • CONTRACT AWARDS                |             | 16 December 2019 |

**3. Resources**

- 3.1 The Director of Highways, Transport & Planning (HT & P) initiated a full procurement led by a dedicated project manager and assistant project manager supported by a project team of key staff from WSCC and Hampshire CC procurement specialists, a commercial and contracts legal specialist, a senior finance lead and service leads from H, T & P.

## Agenda Item 7

- 3.2 Further levels of governance and oversight were established to guide and provide senior officer decision making capacity relating to procurement, legal and commercial matters.
- 3.3 Evaluation of the tender submissions has been undertaken by 12 subject matter experts from across the highway operations teams. Each Lot was assigned 3 officer evaluators from within the related service area.
- 3.4 A moderation panel led by the WSCC Procurement Category Lead also consisted of the Director and Heads of Service from H, T & P. The panel have reviewed and tested the scoring by the evaluators to help in the determination and agreement of final tender scores.

### **Factors taken into account**

#### **4. Issues for consideration by the Select Committee**

- 4.1 The Committee is asked to consider the progress of the procurement process to date, and identify any problems which might delay the objective to award contracts in December 2019.
- 4.2 The Committee is further asked to consider how it wishes to undertake scrutiny of performance under the new contracts.

#### **5. Consultation**

- 5.1 The Options Appraisal report was submitted to Environment, Communities and Fire Select Committee on 14 January 2019 for consideration.
- 5.2 Requirements of service specifications have been informed by internal operational forums and options shaped through detailed market engagement.
- 5.3 The full business case was presented to the Select Committee for consideration on 9 May 2019.
- 5.4 The committee considered the Highway Maintenance Plan in June 2019.

#### **6. Risk Management Implications**

- 6.1 Existing corporate arrangements for risk management are in place and a full Risk, Assumptions, Issues and Dependencies log is being run by the Project Manager.

#### **7. Equality Duty**

- 7.1 An Equality Impact report (EIR) is not required.

#### **8. Social Value**

- 8.1 The new highway services contracts are being procured to provide added social value. This reflects the Council's duty under the Public Services (Social Value) Act 2012.
- 8.2 The contract design considers the wider social, environmental and economic benefits, which are set out in the County Council's Sustainability Strategy 2015-2019.
- 8.3 The new contracts also include a commitment to the West Sussex Community Covenant.

8.4 **Crime and Disorder Implications**

- 9.1 There are no implications.

**9. Human Rights Implications**

- 10.1 There are no implications.

**Lee Harris**  
Acting Chief Executive

**Matt Davey**  
Director of Highways, Transport &  
Planning

**Contact:** Peter Smith, Project Manager, 03302 225356

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<b>Environment, Communities and Fire Select Committee</b>
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<b>7 November 2019</b>
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<b>Highways and Transport Major Projects, Review of Project Delivery Processes and Lessons Learnt</b>
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<b>Report by Acting Chief Executive and Director of Highways, Transport and Planning</b>
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### **Summary**

At the Environment, Communities and Fire Select Committee meeting on 13<sup>th</sup> March 2019 the Business Planning Group (BPG) was tasked to look into the current processes surrounding the initial costing of major projects. Following BPG consideration, cost consultants Provelio have undertaken a review, which is summarised as an appendix to this covering report. The Group asked that the report be considered by the full Committee.

### **The focus for scrutiny**

To consider the report, review its recommendations and scrutinise how the Service plans to respond to the recommendations, namely:

- standardising the approach to scope and deliverables of the early stages of project delivery;
- further improvements to the reporting and governance mechanisms;
- the use, in early stages of the project, of costed risk registers, and;
- providing a range of estimated costs of a project, based on risk certainty.

## **Proposal**

### **1. Background and Context**

1.1 Following a number of instances where the early budgets set for major transport projects do not meet the needs identified at the later stages of the projects, such that that later estimates or final costs were significantly more than the original budget, the Select Committee requested a review was undertaken on the processes and practices used and the result of this review is explained in the attached report.

### **2. Proposal**

2.1 To consider the report and review the recommendations made.

### **3. Resources**

- 3.1 There are no financial implications linked to the production of this report, however the review will allow the County Council to better plan the use of resources going forward, especially from a finance view.

## **Factors taken into account**

### **4. Issues for consideration by the Select Committee**

- 4.1 To consider the report, review its recommendations and scrutinise how the Service plans to respond to the recommendations.

### **5. Consultation**

- 5.1 The consultation and engagement carried out as part of this review is described in the attached report.

### **6. Risk Implications and Mitigations**

- 6.1 The review is an internal process considering existing projects, practices used and comparison with practices within the industry and other national organisations such as Highways England. The report discusses the opportunities for lessons learnt and as such mitigating risks on future projects.

### **7. Other Options Considered**

- 7.1 The report is the conclusion of an internal review and as such no other options were considered.

### **8. Equality Duty**

- 8.1 The review is an examination of exiting procedures and practices and has no equality duty implications.

### **9. Social Value**

- 9.1 The report does not propose or examine any practices that would have an impact on social value.

### **10. Crime and Disorder Implications**

- 10.1 There are no crime and disorder implications relating to this report.

### **11. Human Rights Implications**

- 11.1 There are no human rights implications relating to this report.

#### **Lee Harris**

Acting Chief Executive

#### **Matt Davey**

Director of Highways, Transport and Planning

#### **Contact:**

Alex Sharkey, Manager, Highways Projects x26343

**Appendices:**

Appendix 1: Provelio Report; Document 5458 Review of Project Delivery Processes and Lesson Learnt

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# Review of Project Delivery Processes and Lessons Learnt

**West Sussex County Council**

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## Revision History

### Review of Project Delivery Processes and Lessons Learnt

Date	Revision No.	Prepared By	Authorised By
07 October 2019	00	Jeremy Sneddon	Jeremy Sneddon

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## Review of Project Delivery Processes and Lessons Learnt

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## **Annexes**

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Annex A - West Sussex Gateway Review Process Document 2014

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Annex B - Provelio Capital Projects Process

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Annex C - Infrastructure UK - Infrastructure Procurement Routemap

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## 1.0 Purpose of Document

The purpose of this document is to set out the key findings from a review of the West Sussex County Council procedures and practices when delivering capital projects within the Highways department.

This report outlines the current state of project delivery practices and compares them to best practice in order to provide insight and Lessons in order to provide a series of recommendations on how the Council could improve project delivery, governance and certainty of outcome when delivering large, complex highway schemes.

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## 2.0 Background

The Highways department within West Sussex County Council have historically experienced significant scope growth in a number of their projects between sign off of the Outline Business Case and signing a construction contract with the contractor. A review of processes and practices was commissioned to look at how projects are initially defined, the level of definition that exists at each stage and the control processes that exist in controlling a project as it progresses.

In order to facilitate this review Provelio were issued with the following documents:

- The Gateway Process 2014
- Examples of monthly project review meeting agenda's and minutes
- Example of monthly project highlight report
- Highways Professional Services Framework
- A29 Project Brief for Preliminary Design
- A29 WSP Design Proposal for Preliminary Design
- A2300 Project Brief for Preliminary Design
- A2300 WSP Design Proposal for Preliminary Design
- A2300 Project Manager and WS Monthly reports during design stage

It is highlighted that some of the observations made in this report are associated with the A29 and A2300 project. This is not because these projects are examples of poor practice but rather that they were the projects that data was provided for. The conclusions and recommendations made are of a general nature and not specific to any individual project.

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## 3.0 Review of Existing Processes and Practice

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### 3.1 Feasibility and Outline Business Case Production

The Council have formally defined their gateway process in the document "The Gateway Process 2014" that is contained in Annex A. This clearly sets out the gateway's that the council expect a capital project to pass through and outlines the status of the project at each gateway. The process follows similar stages to industry standards such as the RIBA plan of works and the HM Treasury OGC gateway stages, so is clearly appropriate and fit for purpose. From a review of current practice, it has been ascertained that the gateway process is used and WSCC project staff understand the process.

Within Annex B of "The Gateway Process, 2014" a detailed list of the issues that must be addressed at each gateway point are set out. This list is comprehensive and covers the main elements of a project when compared to other project management systems such as that developed by Provelio through 15 years of capital project delivery in various industries (see Annex B).

WSCC have a framework for the provision of Highways Professional services that sets out the duties of the consultant at each stage in line with the gateway process defined within their "Gateway Process 2014". However, when you compare the deliverables within the framework



with the deliverables in the lists set out in the process document there are gaps between what the Council require within a stage and what the framework requires the consultants to undertake. One such gap is the production of a project risk assessment. The framework only requires a consultant to provide a "designer's risk assessment" (a specific technical document required under CDM) at Detailed Design stage while the gateway process clearly defines that a costed project risk register should be produced at Preliminary design stage.

This mis-alignment of what should be produced at each stage is further highlighted when the WSP proposals for both A29 and A2300 are reviewed in detail. Each proposal is different and includes different scopes. The most notable of these is that the A29 proposal includes for a drainage strategy and design while the A2300 clearly states that this work is to be done in phase 2 (detailed design).

When there are differences between individual projects and the framework this can result in things "being missed". WSCC project leads may be running more than one project where the scope of services is different but has not been understood. This can lead to gaps appearing within technical documents that leads to omissions within scope during the tender period. This has been identified as having occurred in A2300 when an analysis of the post-tender changes is undertaken (the Compensation Events). In May 2019 a Compensation event was issued to the A2300 contractor to undertake a Drainage Strategy. While this work would have always been required, the underlying risks to embedding scope into a project in this manner are:

- The Council assumed that the drainage strategy was included at an earlier stage (as it was defined to be done within other projects) and the Outline business case did not make due allowance. This would lead to the risk allowance being used for "omitted scope" instead of project risk.
- As the work is embedded into the contract after the tender period there is not the same commercial pressure on the contractor. Although the Compensation event will be reviewed there is still the risk that the Council will pay a higher price for this work than it would if it was embedded in the tender documents.

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### 3.2 Reporting and Governance

Historically the oversight of projects was a key gateway points only. This resulted in projects developing and changing without communication into the wider council. Gateways are often 12 to 18 months apart resulting in potential scope growth during this period without the council having clear governance around the changes.

The council have now put into place a new governance structure consisting of:

- The asset and investment hub
- The Highways hub
- Capital asset board
- This has now formalised governance arrangements outside of the sign off of gateways with monthly project boards now being held for all projects. This is a major improvement that has occurred in the last 12 months.

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### 3.3 Approach to Risk and Contingency

The council currently uses optimism bias as the preferred method of generating a project contingency figure. While this is a recommended government approach, there are the following issues with its use:

- There are variations in project risk profile between projects. Optimism bias does not take this into account in a meaningful way.
- It is easy to apply and does not compel a team to fully assess risks on a project by producing a costed risk register.

- The result is a single monetary figure and does not reflect the degree of uncertainty, especially at the early stages of a project.

It is noted that the Council's Gateway process document stipulates that all major risks must be costed as early as Gateway 1. The current Council practice is, however, not to use costed risk registers but rather apply optimism bias.

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## 4.0 Recommendations for Improvement

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### 4.1 Feasibility and Outline Business Case Production

From the analysis outlined above of the early stages of project delivery it is clear that the scope and deliverables for the design consultants must be clarified and standardised. To do this it is recommended that:

- The Council produce a full definition for a standard set of design deliverables for each stage in their project delivery process.
- That all internal project managers and external consultants undertake training in these deliverables so that they are fully conversant with them.
- Produce a checklist that can be used for each gateway review so that design deliverables can be explicitly checked and signed off. This checklist can also be used to record if any defined deliverables are not present, for a known reason, at a stage in the project (e.g. if TM was not possible on a particular route to undertake surveys).
- Produce a process so that omissions and additions can only be made to the standard list of deliverables by exception.
- Embed a process so that any omissions are used to inform the risk register and ensure that adequate risk money has been allocated (e.g. if surveys were not undertaken then an adequate risk allowance has been made).

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### 4.2 Reporting and Governance

While there has been improvement in the frequency of project boards an assessment of the reports submitted to project boards identified that improvements could be made in the content and analysis of project data. Therefore, it is recommended that:

- Further training is undertaken for the Council project Managers who produce board reports so that the content and level of analysis improves.

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### 4.3 Approach to Risk and Contingency

There are two areas associated with contingency that could improve. The first is the use of costed risk registers instead of optimism bias and the second is whether a single contingency figure is the best method of expressing the risks associated with any individual project.

- Costed Risk Registers

The council's own gateway process states that a costed risk register should be produced at Gateway 2. This reinforces the point that the current process is comprehensive and should be followed. It is recommended that the approach to costing risk is undertaken in this way in the future and not by applying an optimism bias. This will create a more in-depth method of assessing actual risk on a project and should produce a more informed view on both the risk profile of a project and confidence level around risks materialising.

- Definition of a contingency sum

The communication of a project risk profile and the associated contingency sum is critical for the successful delivery of a project. It is recommended that the Council implement the reporting of a spread figure when reporting contingency sums in the early stages of feasibility and design. This can be easily done, when using costed risk registers in a Monte Carlo simulation, with different figures given for overall confidence levels. For

example, a high contingency figure may be given for a monetary sum to cover a 100% confidence level of not exceeding the contingency while a lesser figure would be given for a 50% confidence level. This method of definition illustrates the level of uncertainty within a project at any given point. A large spread of figures between 100% and 50% would indicate a high degree of risk while a small spread would indicate a much lower level of risk. This method of reporting is used by Infrastructure UK on major central government highway schemes as set out within their routemap (see Annex C).

## Annexes

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## **Annex A - West Sussex Gateway Review Process Document 2014**

## **Record of Practices (ROPe)**

Title: **GATEWAY REVIEW PROCESS - VERSION 4**  
Users: All Project Managers  
Author: Peter Bradley – Service Manager  
Last revision: April 2014  
Next revision: April 2015

This latest version :-

- updates the process to reflect changes in organisational structure and governance,
- widens the scope to include for delivery of all schemes (not just those through the Term Contract for Highways)
- refers to schemes, though it may be appropriate to deal with programmes of similar work within a Gateway Review
- identifies all scheme 'clients' as scheme promoters,
- clearly identifies the Project Manager as being responsible for scheme delivery and all the steps associated with achieving this.

The successful delivery of projects is dependent on effective project management. The principles of this apply to projects regardless of their size or complexity. An essential part of this is the application of appropriate controls for ensuring that a project passes from one stage of development to the next only when it is ready to do so, to identify risks and to ensure that unresolved risks are taken forward in the knowledge of and understood by the project team.

The Gateway Process conforms with the principles of Project Management as defined by WSCC and is to be applied in the delivery of all types of highways projects and programmes.

The Project Manager is responsible for delivery of the project and therefore owns the Gateway Reviews and their content. As with all other aspects of the project, the Project Manager must consider the scale, sensitivity and complexity of the project in determining the content of Gateways Reviews.

Peter Bradley  
April 2014

# **West Sussex Highways**

## **THE GATEWAY REVIEW PROCESS**

Version 4  
(April 2014)





## **THE GATEWAY REVIEW PROCESS**

### **1. Introduction**

- 1.1 The Gateway Review process examines a programme or project at critical stages in its lifecycle to provide assurance that it can progress successfully to the next stage. It is designed to be applicable to all delivery programmes and projects, including those that procure services and construction. The process, therefore, applies to all programmes or schemes within the Integrated Works Programme (IWP).
- 1.2 It is important that the process is not viewed as an unnecessary process that does not add any value. The process is based on well-proven techniques that lead to more effective delivery of benefits together with more predictable costs and outcomes. In the context of the IWP, applied correctly it should result in greater certainty of programme delivery, more efficient budget management and, ultimately, improved customer satisfaction. The Gateway Process meets the requirements of the Gershon Report on procurement and is consistent with "Achieving Excellence in Construction"
- 1.3 This guidance note is aimed specifically at the delivery and management of the IWP and is phrased thus. However, as stated above, the review process can and should be applied to any project delivered within the Highways and Transport Service. It is consistent with the Council's Project Management Framework and should be used in conjunction with other project management tools as appropriate.
- 1.4 The Gateway Review process has been adopted by the Highways and Transport Management Team as mandatory for use on all schemes in the IWP (HTM decision November 2006).

### **2. What is a Gateway Review?**

- 2.1 A Gateway Review is a review of a delivery programme or scheme at a key decision point carried out by a team of experienced people. If the scheme is of sufficiently high risk, it is recommended that the Review is conducted by a team independent of the project team. This is a decision for the Service Manager or Project Manager.
- 2.2 There are six possible Gateway Reviews during the lifecycle of a scheme, four before commitment to construction and two that deal with implementation and confirmation of the operational benefits respectively. Retrospective Gateway Reviews are not supported. Gateway Reviews can be combined (most commonly G2/G3, or G5/G6) this is a decision for the Project Manager and is to be based on scheme size and complexity. It may also be appropriate to consider a whole programme at a Gateway Review; this is possible

for schemes of a similar nature and complexity (such as a surface dressing programme). The process emphasises early review for maximum added value. An overview of the Gateway Process is at Appendix 1 Diagram 1, which summarises the key decision points in the progression of a planned scheme.

- 2.3 Gateway Reviews are not intended to challenge or confirm whether the scheme is the right thing to do – this is a decision that can only be made by the business in the context of its policies, strategies and other plans. They are intended to check that the scheme is likely to be successfully implemented (in terms of management of risk, achievability against planned milestones etc).
- 2.4 At each Gateway the Review enables the scheme promoter in conjunction with those involved in its delivery, including the Contractor and Consultant where appropriate and, where relevant, other stakeholders, to make a decision on whether the programme or scheme progresses through the Gateway to the next stage. Gateways are a 'one-way' process, i.e. once through there should be no return to an earlier stage. Substantial change may require the Project Manager to undertake a fundamental review with the scheme promoter. Specific decisions or outcomes arising from the Gateways are indicated in Diagram 1.
- 2.5 Of particular note is the requirement to successfully complete Gateway 3 before a scheme can be accepted for inclusion in the works programme for implementation in the following year. In other words, the intention is that schemes are to be designed in one year (or two years) for implementation in the following year. The exception to this rule will be those parts of the IWP that comprise a reactive service, or where funding windows or political pressures dictate otherwise. In such circumstances the Project Manager needs to be aware of the additional risks, such as to project planning and coordination with other highways activities, due to compressed timescales.
- 2.6 Walk-talk-build. The same principles of review should be adhered to schemes with less formal designs. In these instances the appropriate checks that apply at Gateway Reviews 1 to 3 should be carried out in order to confirm that the scheme should be included in the IWP and that the contractor is content to price and construct the scheme with the level of supporting paperwork provided. Gateway Review 3 will confirm that the procurement strategy is walk-talk-build. Gateway Reviews 4 to 6 will need completing, though they are likely to be simpler compared with more complex schemes and more suitable to be combined.
- 2.7 Reactive Programmes. For the element of our work which is planned to be reactive (ie works that respond to changes and issues which arise on the highway, such as casualty reduction schemes) the Gateway Review Process will still apply. The Reviews are likely to be

condensed in terms of their overall timescale, may well be simpler in their nature and more likely to be suited to be combined.

- 2.9 Proposals for WSCC Highways schemes can arise from a number of sources and can be funded in a variety of different ways. All of these schemes are to be delivered using the Gateway Review process and progressed using project management best practice. It is likely that the promoting group will ensure that Gateway 1 is completed, though that may not always be the case and in some cases technical assistance may be required to enable this to be achieved. Project Management is most likely to be handed over to a technical lead following Gateway 1, or a combined Gateway 1/2 for simpler projects. As schemes progress it is important that the Project Manager continues to involve the scheme promoter in the ongoing scheme development and future reviews. This is to ensure that the objectives and desired outcomes of the original proposal are not lost and that the implemented scheme results in the intended benefits.

### **3. What are the benefits?**

- 3.1 The Gateway process provides assurance and support for Scheme Promoters, Asset Managers and senior managers in discharging their responsibilities to achieve their business aims.
- 3.2 Conducted and completed correctly, the Gateway process can assist with ensuring that:
- Schemes and programmes are not progressed too far into the lifecycle without adequate information.
  - Abortive work is not carried out on schemes that will not meet objectives.
  - Optimised solutions are developed for identified problems.
  - The best available skills and experiences are deployed on the programme or scheme.
  - There is assurance that the programme/scheme is ready to progress to the next stage of development or implementation
  - There is achievement of more realistic time and cost targets.
  - All risks are understood and are properly managed.
  - There are clear roles and responsibilities defined.
  - There is effective financial control.
  - Estimates and target prices are prepared efficiently.
  - Success criteria clearly link objectives to outcomes.
  - Key decisions with regard to progression are clearly documented.
  - The IWP is updated promptly.
  - Opportunities for scheme integration are maximised.
  - Strategic decisions affecting delivery of the overall IWP are made in a timely fashion based on sound information.

### **4. Accountability**

- 4.1 A Gateway Review is conducted by the Project Manager on behalf of the scheme promoter to ensure that the scheme is delivered using best practice and to meet the original goals and objectives. The Reviews, and design process as a whole, are intended to develop an approach which promotes an open and honest exchange within the project review team. Ownership of the Gateway Reviews rests with the Project Manager, who is accountable for the implementation of recommended remedial action and programme/scheme progression. The Project Manager is also accountable for ensuring that the scheme promoter is advised of material changes to plans, especially changes to cost or programme, as well as ensuring that the Capital Monitor is updated monthly.
- 4.2 The review assigns a Red/Amber/Green status to the programme or scheme. 'Red' status means that remedial action must be taken before a scheme moves forward to the next stage. On occasions schemes may be cancelled by the scheme promoter.
- 4.3 The scheme promoter reviews progress reports and Gateway Review documentation and is responsible for ensuring that decisions concerning the inclusion of schemes within the IWP are commensurate with the status of the schemes. The scheme promoter and Contracts Manager will audit and assess review reports from time to time in order to confirm compliance with this guidance note and to identify and disseminate lessons learned.

## **5. Planning for a Gateway Review**

- 5.1 In agreement with the scheme promoter, the Project Manager needs to schedule Gateway Reviews into their programme and project plans at the outset. Gateways should appear as clearly defined milestones in project plans. All parties need to ensure that sufficient time can be committed to the task. The initial project plan should include agreement with the scheme promoter as to how the Gateway Reviews are to be conducted, who should attend and any proposals to combine reviews.
- 5.2 Prior to the review, the Project Manager agrees with the scheme promoter the scope, objectives and logistics for the review and who is to be involved in the review team. The Project Manager will need to check that the programme/scheme documentation is appropriate for the agreed review and that any problems that may affect the review are identified and have the remedial actions agreed.
- 5.3 The timing of the reviews will need to take into account dependencies. For example the Gateway 3 reviews need to be completed by the end of September if the scheme is to be considered for inclusion in the following year's IWP works programme. This gives a minimum of 6-months lead-in time between completion of detailed design and implementation, allowing time for pricing and construction and road space planning.

## **6. Contractor and Consultant Involvement**

- 6.1 Planning of schemes should take account of the requirements of all parts of the delivery chain, including contractors and consultants, and communicated so that there is a full understanding by all parties of how the IWP is to be resourced and delivered. This will be an ongoing process as schemes are identified, but will have a specific focus each year in preparing the IWP.
- 6.2 Consultant involvement will vary between schemes dependent on the requirement for design and supervision/inspection services. The extent of involvement should be identified and agreed as part of the initial project plan and reviewed and agreed at each Gateway Review.
- 6.3 Contractor involvement should not be confined only to the construction stage. The Contractor must be involved in preparing the IWP in order to agree implementation dates and plan resources. Where appropriate, the Contractor is also to be given the opportunity to comment on and inform the design process ("Early Contractor Involvement"). This should occur no later than at detailed design stage (Stage 3), but could also take place during preliminary design (Stage 2). In practice, during Stage 2 the Project Manager will discuss the outline of each scheme with the Contractor and issue an invitation to attend the Stage 2 review (though may choose not to do so).

## **7. The Gateway Review Process**

- 7.1 The duration of each review will be dependent on the complexity and risks of the programme/scheme. The review team members, led by the Project Manager, are encouraged to openly and honestly exchange information pursuant to the scope of the review.
- 7.2 The worksheets at Appendix 2 are used as a framework for enquiries, not as a prescribed set of questions that must all be asked, concentrating on the aspects that are of particular relevance to the scheme. The review team must appreciate that even though schemes may be similar, the issues will be different and this is where the team concentrates its enquiry – the nature of the issues, how well the programme/scheme delivery and risks are being managed, and the potential for the programme or scheme to succeed.
- 7.3 At the end of their investigations the review team produces a report, using the template at Appendix 3, summarising their findings and recommendations, together with an assessment of the programme/scheme status as Red, Amber or Green.
- 7.4 'Red' status means that remedial action must be taken before the scheme can be considered to have successfully passed the Gateway.

What might give rise to such an assessment will depend on the nature of the scheme at its stage of progression and will be a matter of judgement for the Project Manager and scheme promoter to agree. By definition it comprises something that must be completed before the scheme can progress to the next stage. An example would be where land acquisition has not completed for a scheme at Gateway Review 3 and the scheme cannot therefore progress to works commitment (Stage 4).

- 7.5 'Amber' status means that recommendations have been given and that remedial action is to be taken in the next stage of development prior to the next Review. An example could be where a specific risk has been identified that can be adequately managed during the next stage, but must be resolved before the next review. An amber status will identify that the scheme has an element of risk associated with it with regard to remaining on programme or achieving the desired outcomes. Risks associated with the recommendations are to be reported and added into the project risk register. Amber status at Gateway 3 and beyond will attract a higher level of attention as changes in these stages are known to have the greatest potential for significant disruption to cost and programme during implementation.
- 7.6 'Green' status means that the review has concluded that the scheme is ready to progress to the next stage.
- 7.7 All relevant information is to be recorded and reported (see section 9).

## **8 Conducting a Gateway Review**

- 8.1 Each review comprises three main purposes; the extent to which each of these is considered depends on the individual programme or scheme, these are:
- a) A review of value for money to ensure that:
- the scheme objectives still meet user needs;
  - contributions to other objectives, e.g. accessibility, are maximised;
  - risks have been properly identified, evaluated, allocated and are being managed effectively;
  - all options have been properly evaluated and the recommended option justified; and
  - the design takes full account of disruption, maintenance and whole life cost considerations.
- b) A financial review to ensure that:
- the latest estimate is compared with the previously approved budget and does not exceed it without justification;
  - the latest estimate includes all appropriate allowances, including risk;
  - full account has been taken of optimism bias;

- the scheme is affordable; and
  - funds are available for planned expenditure.
- c) A review of the project management and delivery systems to ensure that:
- an appropriate project management structure is in place;
  - all roles and responsibilities are defined and understood; and
  - appropriate quality, cost, time and change controls are in place.
- 8.2 It is for the Project Manager managing the review and the team involved to determine the extent of the review to satisfy the scheme sponsor. The worksheets at Appendix 2 are provided to offer guidance to what each review might consider, but this will be dependent on the scheme.
- 8.3 The process requires that a copy of the scheme risk register is included with the review report. Further guidance will be issued on how to prepare a risk register.

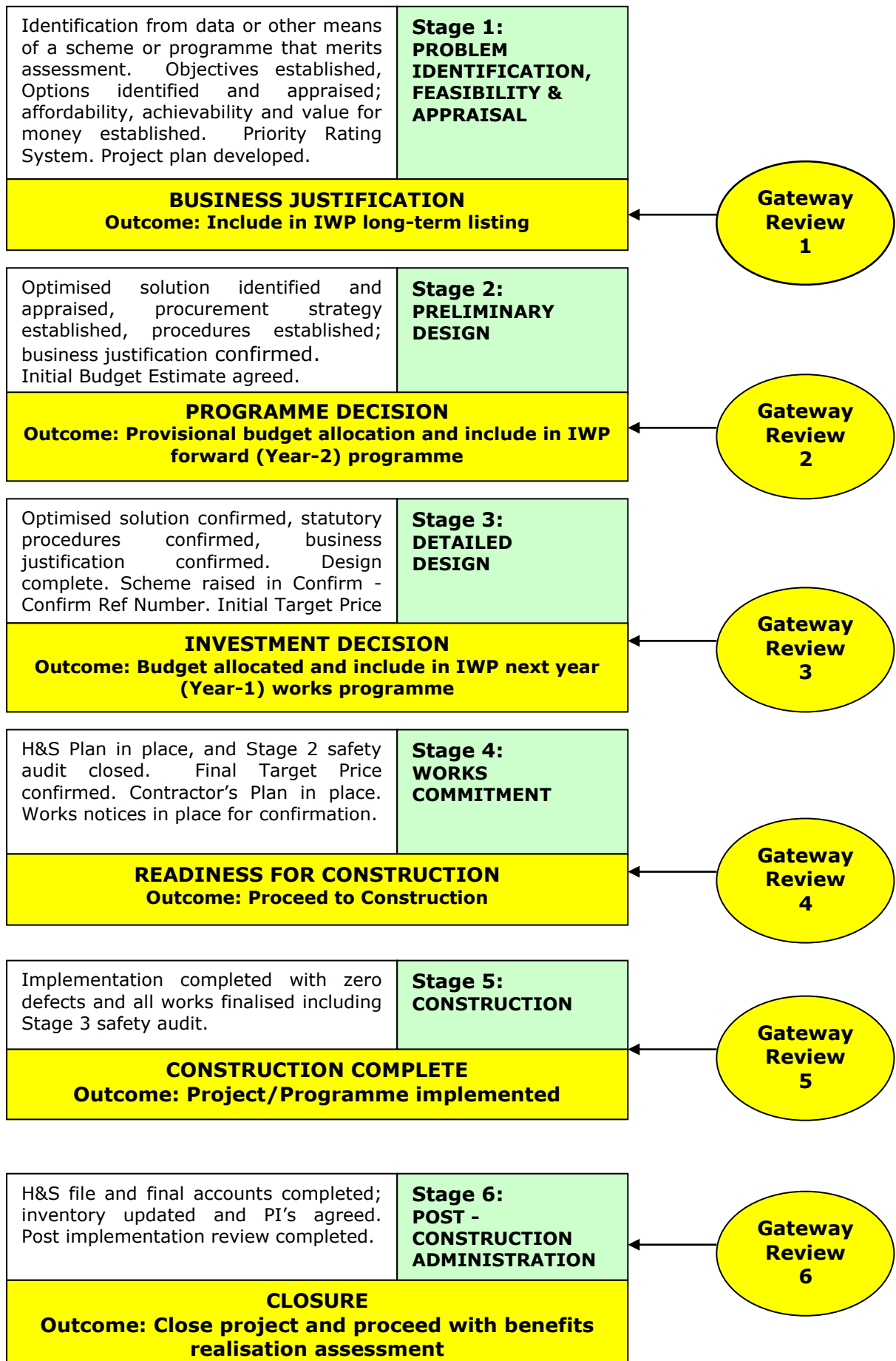
## **9 Reporting on a Gateway Review**

- 9.1 The report at Appendix 3 is to be completed for each Gateway Review. The Review team leader, once he is satisfied that the review has been thorough, correctly conducted and the recommendations and programme/scheme status and risks are correct and recorded appropriately, is to sign and date the report and circulate it to the Review team members (and the scheme promoter if not on the team).
- 9.2 Immediately following the completion and endorsement of the review report, the Capital Programme Monitor is to be updated.
- 9.3 A copy of the report for each review remains on the scheme file. For forward programme schemes Gateway review 3 completion is a requirement by the end of the preceding September (see 5.3).

Schemes that are to be delivered in the current year should have gateway Stage 4 completion at least 12 weeks prior to the proposed construction start date. This is to ensure compliance with the Streetworks noticing requirements.

Ends

**Diagram 1: Overview of the Gateway Review Process.**





## **GATEWAY REVIEW WORKSHEETS**

### **Gateway Review 1: Business Justification**

Aim: To identify the problem or need and establish that objectives and outcomes contribute to the Transport Plan or other Council strategies. Possible solutions identified through feasibility and appraisal and establish justification for the business to take the identified problem, programme or scheme forward for preliminary design.

- (a) Value for money
- Does the programme or scheme reflect current policy and does the scope fit with the correct business strategy?
  - Does the scheme contribute to the Council's transport strategies, LAA or other Council objectives and targets?
  - Does the high-level business case meet the business need?
  - Has a wide-enough range of options been explored?
  - Have all aspects of sustainability and accessibility been considered?
  - Has the feasibility study been completed satisfactorily, with a preferred solution identified?
  - Is the preferred solution likely to achieve value for money?
  - Is there internal/external authority for the scheme?
  - Is there a clear understanding of the outcomes needed from the scheme/programme?
  - What are the success criteria and have they been agreed with stakeholders?
  - Has the scheme been through the appropriate priority rating system?
  - Are there any dependencies or dependent schemes that could affect this scheme/programme or that this scheme/programme could affect?
- (b) Financial review
- Have all costs been identified with regard to capital costs, disruption, maintenance and whole life cost considerations?
  - Have the risks for each of the options been identified and fully assessed?
  - Have risks for the preferred solution been identified and allocated and is there an outline risk management plan?
  - Have all major risks for the preferred solution been costed?
  - Is the proposed scheme/programme affordable?
  - Are the funds available to reach the next Gateway?
- (c) Project management and delivery
- Is there stakeholder support for the scheme?
  - Is there a governance framework in place, is it fit for purpose and are all roles and responsibilities understood?
  - Are the required skills and capabilities available?

- Is there a framework for managing risk?
- Have the stakeholders been identified and are they supportive?
- Have scheme/programme controls and change management procedures been determined?
- Is the scheme/programme on track?
- Are the scope, scale, objectives and requirements realistic, clear and unambiguous?
- Have the main outcomes been identified and are they achievable?
- Is there a clearly defined and agreed project structure with key roles and responsibilities understood?
- Is there a plan for the scheme/programme regarding timescales, resources, key decisions and finance to achieve the planned outcomes?
- Is a Project Initiation Document needed and, if so, is it in place?

## **Gateway Review 2: Programme Decision**

Aim: To establish that the business justification is sufficient for inclusion in the IWP forward (Year-2) programme for implementation and allocation of provisional budget.

- (a) Value for money
- Does the business case still meet the business need?
  - Has the Contractor contributed to the design solution?
  - Is the preferred solution likely to achieve value for money?
  - Are the outcomes clearly understood and are they achievable?
  - Have all aspects of sustainability and accessibility been considered?
  - What are the success criteria and have they been agreed with stakeholders?
  - Are there any dependencies or dependent schemes that could affect this scheme/programme or that this scheme/programme could affect?
- (b) Financial review
- Is there adequate financial controls and funding in place?
  - Have all costs been identified with regard to capital costs, disruption, maintenance and whole life cost considerations?
  - Have risks been identified and allocated and is there an outline risk management plan?
  - Have all major risks for the preferred solution been identified and costed/priced?
  - Has optimism bias been fully taken into account?
  - Where appropriate has a Budget Estimate been established based on an accepted Price List or unit rates.
  - Is the proposed scheme/programme affordable?
  - Are the funds available to reach the next Gateway?
- (c) Project management and delivery
- Has a communication strategy been agreed?
  - Has the scheme been defined sufficiently to identify procedural requirements and have these been confirmed?
  - Have all procurement options been explored?
  - Is the selected procurement strategy legal, robust, appropriate and understood by all stakeholders?
  - Is the project's plan through to completion realistic?
  - Are there adequate change controls in place?
  - Is there stakeholder support for the scheme?
  - Is there a governance framework in place, is it fit for purpose and are all roles and responsibilities understood?
  - Are the required skills and capabilities available?
  - Is the scheme/programme on track?
  - Are the scope, scale, objectives and requirements realistic, clear and unambiguous?

- Is there a clearly defined and agreed project structure with key roles and responsibilities understood?
- Are there any specific performance measures needed?
- Is there a plan for the scheme/programme regarding timescales, resources, key decisions and finance to achieve the planned outcomes?
- Is a Project Initiation Document needed and, if so, is it in place?
- Has a CDM Co-ordinator been appointed?

### **Gateway Review 3: Investment Decision**

Aim: To establish that the scheme has an optimised solution and confirmed business case and is sufficiently developed with regard to design, procurement and procedures for inclusion in the next-year works programme and budget allocated.

- (a) Value for money
- Has the business case been confirmed?
  - Is the preferred solution likely to achieve value for money?
  - Have all aspects of sustainability and accessibility been considered?
  - Are the outcomes clearly understood and are they achievable?
  - What are the success criteria and have they been agreed with stakeholders?
  - Are there any dependencies or dependent schemes that could affect this scheme/programme or that this scheme/programme could affect?
- (b) Financial review
- Is there adequate financial controls and funding in place?
  - Have all costs been identified with regard to capital costs, disruption, maintenance and whole life cost considerations?
  - Have risks been identified and allocated and is there a detailed risk management plan?
  - Have all major risks been identified and costed/priced?
  - Where appropriate has an Initial Target Price been established?
  - Is the proposed scheme/programme affordable?
  - Are the funds available to reach the next Gateway?
- (c) Project management and delivery
- Has the design been completed sufficient for construction?
  - Have all aspects of buildability been considered (Early Contractor Involvement)?
  - Have all statutory procedures been completed sufficient for the stage?
  - Has the procurement strategy been confirmed?
  - Is there a communications plan in place?
  - Is the project's plan through to completion realistic?
  - Are there adequate change controls in place?
  - Is there continuing stakeholder support for the project?
  - Is there a governance framework in place, is it fit for purpose and are all roles and responsibilities understood?
  - Are the required skills and capabilities available?
  - Is the scheme/programme on track?
  - Are the scope, scale, objectives and requirements realistic, clear and unambiguous?
  - Is there a clearly defined and agreed project structure with key roles and responsibilities understood?

- Is there a plan for the scheme regarding timescales, resources, key decisions and finance to achieve the planned outcomes?
- If appropriate, has the scheme been notified to the Health & Safety Executive?
- Has a plan of the temporary traffic management layout been produced? This would be complete upon the clients request to either the design consultant or the contractor through ECI.
- Has the CDM Pre-construction information document been prepared?
- Has the scheme been input into Confirm and a Confirm Ref No assigned?

### **Gateway Review 4: Readiness for Construction**

Aim: To establish that the scheme is ready in all respects for implementation.

- (a) Value for money
- Is the business case still valid?
  - Is the preferred solution likely to achieve value for money?
  - Have all aspects of sustainability and accessibility been considered?
  - Are the outcomes clearly understood and are they achievable?
  - What are the success criteria and have they been agreed with stakeholders?
  - Are there any dependencies or dependent schemes that could affect this scheme/programme or that this scheme/programme could affect?
- (b) Financial review
- Is there adequate financial controls and funding in place?
  - Have all costs been identified with regard to capital costs, disruption, maintenance and whole life cost considerations?
  - Have risks been identified and allocated and is there a detailed risk management plan?
  - Have all major risks been identified and costed/priced?
  - Where appropriate has a Final Target Price been established?
  - Is the proposed scheme/programme affordable?
  - Are the funds available to reach the next Gateway?
- (c) Project management and delivery
- Has the supply chain been sourced and in place?
  - Is all construction information available to the people that need it?
  - Have all statutory procedures been completed sufficient for the stage?
  - Have all notices been served?
  - Is there a communications plan in place?
  - Is the project's plan through to completion realistic?
  - Are there adequate change controls in place?
  - Is there continuing stakeholder support for the project?
  - Is there a governance framework in place, is it fit for purpose and are all roles and responsibilities understood?
  - Are the required skills and capabilities available?
  - Is the scheme/programme on track?
  - Are the scope, scale, objectives and requirements realistic, clear and unambiguous?
  - Is there a clearly defined and agreed project structure with key roles and responsibilities understood?
  - Is there a plan for the scheme/programme regarding timescales, resources, key decisions and finance to achieve the planned outcomes?
  - Has the temporary traffic plan been checked by the Contractor?

- Has a pre-construction meeting with the Contractor/Consultant/Supply Chain been held or been arranged?
- Has the supply chain been clearly briefed on the purpose and objectives of the scheme?
- Has the supply chain been clearly briefed on the self-certification process?
- If appropriate, has the principal contractor prepared a suitable CDM Construction phase health and safety plan?



### **Gateway Review 5: Construction Complete**

Aim: To establish that the scheme has been implemented in accordance with requirements

- (a) Value for money
  - Have lessons for future projects been identified and recorded?
  - Have the outcomes been achieved?
  - Have the success criteria been met?
  
- (b) Financial review
  - Have all costs been identified with regard to capital costs, disruption, maintenance and whole life cost considerations?
  - Has the risk management plan been updated to reflect materialised risks?
  - Are the funds available to reach the next Gateway?
  
- (c) Project management and delivery
  - Is construction complete with zero defects and has the completion certificate been agreed?
  - Has full system testing commissioning been completed?
  - Has the Stage 3 Safety Audit been completed and all necessary actions completed?
  - Is all post-construction information available to the people that need it?
  - Has the self-certification information been received from the Contractor?
  - Have all statutory procedures been completed?
  - Have all notices been served?
  - Is there continuing stakeholder support for the project?
  - Is there a clearly defined and agreed project structure with key roles and responsibilities understood?
  - Is there a plan for the scheme regarding timescales, resources, key decisions and finance to achieve the planned outcomes?

**Gateway Review 6: Post-Construction Administration**

Aim: To establish that the scheme has been completed in accordance with requirements and can be closed.

- (a) Value for money
  - Have lessons for future projects been identified and recorded?
  - Have the outcomes been achieved?
  - Have the success criteria been met?
  - Was the business case justification realistic?
  - Is there a plan for determining if the expected benefits actually being delivered?
  
- (b) Financial review
  - Have all costs been identified and the project final account settled?
  - Has the risk management plan been updated to reflect materialised risks?
  
- (c) Project management and delivery
  - Is all post-construction information available to the people that need it?
  - Have all statutory procedures been completed?
  - Has a post-implementation review or equivalent been carried out?
  - Have lessons for future projects been identified and recorded?
  - Has all project information and documentation been delivered?
  - Has the asset inventory been updated?
  - Have performance measures been agreed?

**GATEWAY REVIEW REPORT**

<b>Programme Work/Type:</b>						
<b>Scheme name:</b>					<b>IWP Code:</b>	
<b>Scheme description:</b>					<b>WBS:</b>	
<b>GATEWAY REVIEW:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Review Team Members:</b>	<b>Name:</b>			<b>Organisation:</b>		
<b>Summary of key matters considered at review</b>						
Value for money:						
<p>Note: To include statement of key objectives/targets.</p>						
Financial:						
<p>Note: To include breakdown of current estimated costs (including risk, design, third parties etc.)</p>						
Project Management and delivery:						
<b>Scheme Status:</b> (circle status)	<b>RED</b>	<b>AMBER</b>		<b>GREEN</b>		

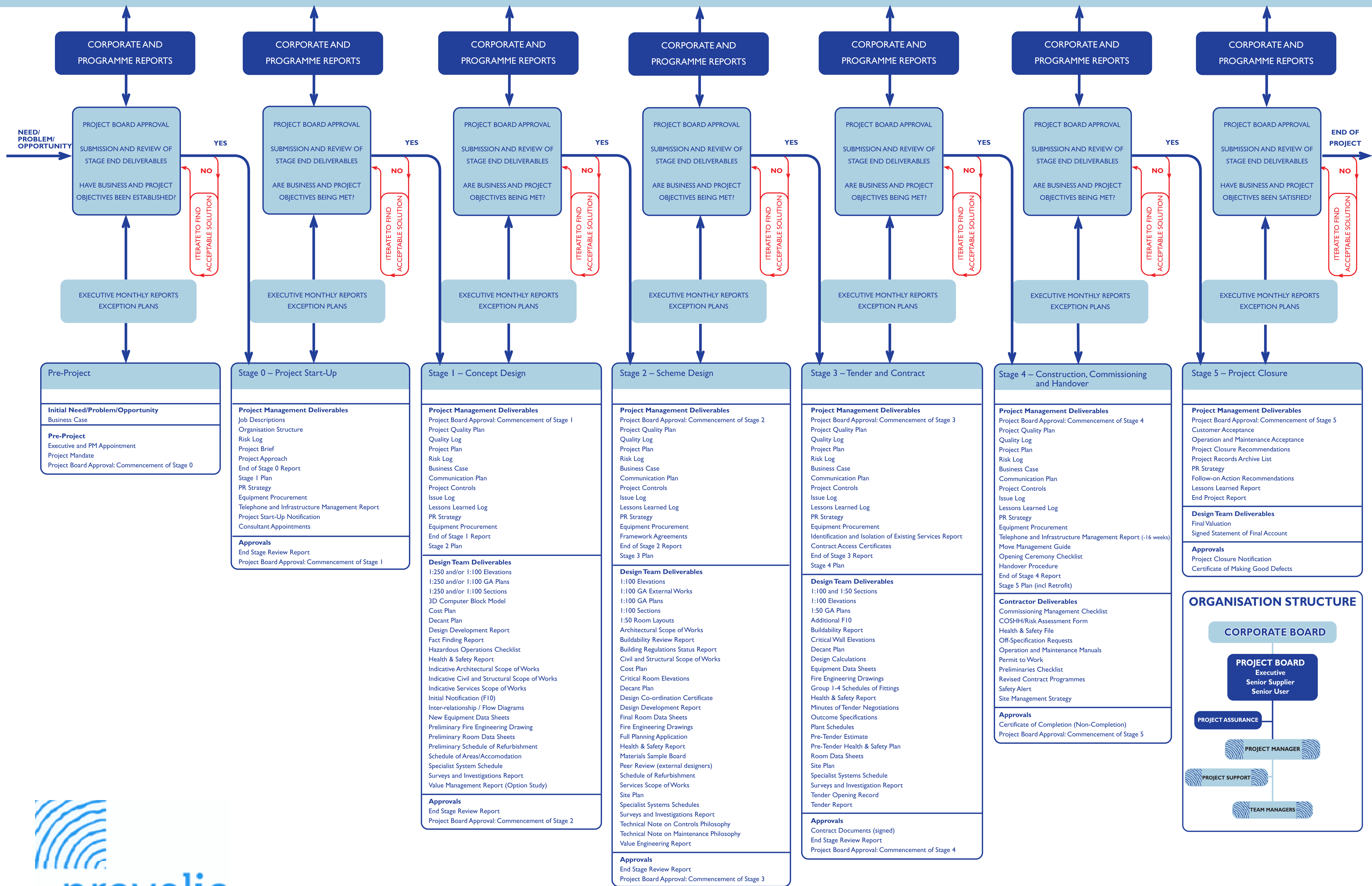
Please now complete the second page of this report.

The Scheme has been assessed as status:		Insert 'Red', 'Amber' or 'Green'	
If <b>Red</b> , list below the immediate remedial action required before the scheme is to progress to next stage.			
If <b>Amber</b> , list below the remedial action to be incorporated into the next stage of the scheme.			
If <b>Green</b> , there are no outstanding remedial actions and the scheme is clear to progress to next stage.			
<b>Risk Management:</b>	A copy of the risk register is to be appended to this report.		
<b>Future Critical Dates:</b>	<b>Date of next Gateway:</b>		
	<b>Date of construction:</b>		
<b>Certified by the Asset/Function Manager:</b>			
	<b>Signature</b>	<b>Name</b>	<b>Date</b>
<b>Certified by the Asset Sponsor:</b>			
	<b>Signature</b>	<b>Name</b>	<b>Date</b>

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## **Annex B - Provelio Capital Projects Process**

# CORPORATE/PROGRAMME MANAGEMENT



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## **Annex C - Infrastructure UK - Infrastructure Procurement Routemap**

# Commercial Services Division Major Projects Cost Estimation Manual





## AMENDMENT CONTROL SHEET

This document is subject to regular review and update with changes to the Highways England procedures. All individuals seeking to rely on, or implement, the Highways England Cost Estimation Manual have a duty to ensure they are familiar with the most recent amendments.

Version No.	Summary of Amendments	Author	Approved By	Effective Date
1.0	Initial Issue	ARM	MG	16/06/09
2.0	Draft to reflect new estimating process developed during TCM programme and the introduction of TPE	ARM	MG	-
2.1	Revision to reflect new estimating process developed during TCM programme and the introduction of TPE	MR	MG	27/08/10
3.0	Revision to reflect changes in estimating process developed by Cost Planning	MR	GH	21/02/14
3.1	Revision to reflect switch to Highways England including minor process changes	BB	MR	01/04/15

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# 1 INTRODUCTION

## 1.1 Background, Intended Audience and Purpose

Highways England requires accurate cost estimates throughout the project lifecycle for several purposes including:

- Determining the economic feasibility of a project;
- Evaluating between the project's alternatives;
- Establishing the project budget and providing a basis for project cost and schedule control;
- Benchmarking and challenging cost submissions from tenderers and the supply chain.

Commercial Services Division is responsible for ensuring that these estimates are in place for Major Projects; the purpose of this manual is to set out the process employed to achieve this.

This manual provides an introduction to the estimating process for new Commercial Services Division staff and project teams that require cost estimates for the delivery of their schemes as well as serving as a useful reference document.

## 1.2 Relationship with Other Manuals and Processes

The cost estimating process interacts with several other processes, for which readers should refer to the following documents:

Related Process / Guidance	Description
Project Control Framework (PCF)	Sets out the standard project lifecycle for various projects and the Products required at each Stage Gate.
Price Negotiation Processes	Detailed approach to agreement of Prices
Value Added Tax Guide	Finance Services guidance on value added tax
Lands Costs Guidance Note	Estimating Lands Costs Guidance for the production of estimates for projects' lands costs

## 1.3 Feedback

Commercial Services Division Head of Cost Planning is the owner of the estimating process and this manual. Feedback and suggestions for improvements are welcomed – please send your comments to [commercialservicesdivision@highwaysengland.co.uk](mailto:commercialservicesdivision@highwaysengland.co.uk)

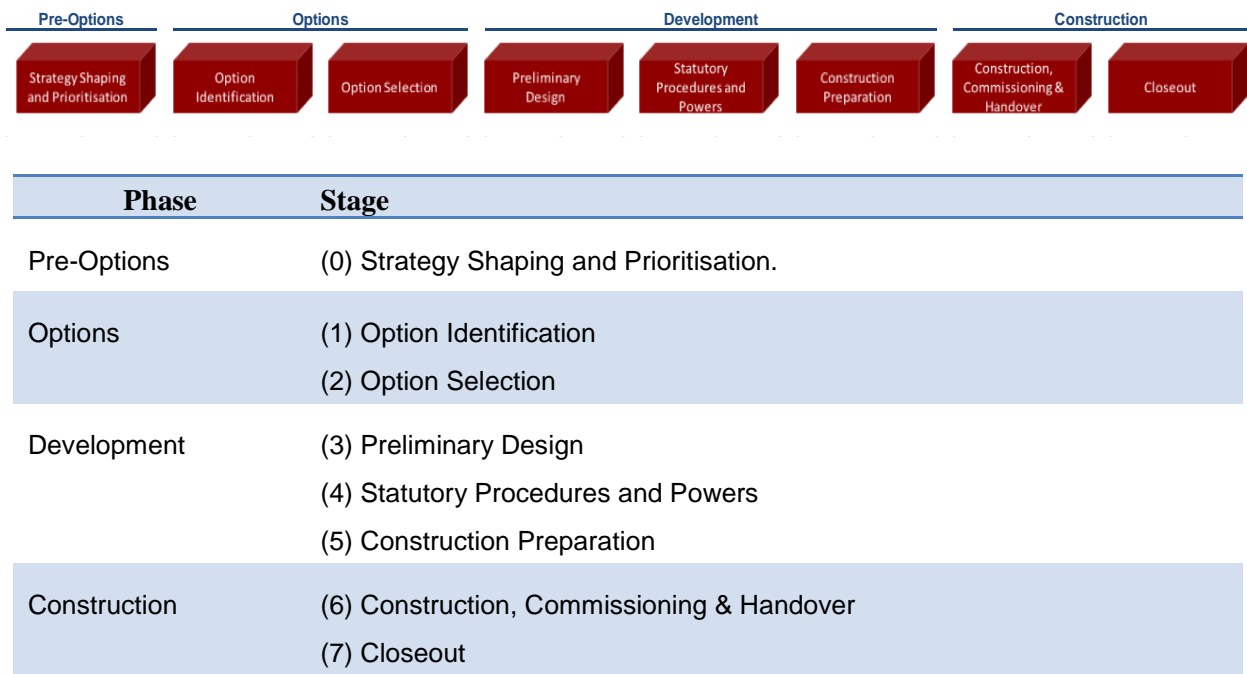
## 2 PROJECT LIFECYCLE AND COST ESTIMATES

### 2.1 The Project Control Framework

The Highways England standard project lifecycle is based on the Project Control Framework (PCF) shown in Figure 1 which consists of the following Phases:

- Pre-Options (Strategy Shaping and Prioritisation)
- Options
- Development
- Construction

Each Phase has a number of stages with a Stage Gate Assessment Review (SGAR) through which projects must pass if they are to progress to the next stage of development. The phases and stages are summarised in Figure 1.



**Figure 1: Project Control Framework Phases and Stages**

Some programmes or forms of procurement may bypass PCF stages. For example, single option projects with no requirement for land take or an environmental statement and where the route is already fixed (i.e. an existing road is being modified) can proceed directly to PCF Stage 3 as they do not have options to investigate.

Each stage gate requires a number of defined products to be in place and approved in order for the scheme to progress to the next stage. Details of the Project Control Framework and the products required at each stage gate are available on the Major Projects *Way We Work* portal page and from the PCF Manager.

**2.2 Estimates Required at Each Stage of the Project Control Framework**

An approved, up to date, cost estimate is a required product for a project to pass through SGAR. The Commercial Services Division has implemented an estimate classification system recognising the different characteristics of estimates required at the various stages of the lifecycle, principally:

- degree of project definition
- purpose of the estimate
- estimating methodology/approach
- estimating accuracy

This estimate classification system consists of the following four estimate classifications:

Estimate Classification	Purpose of Estimate
Order of Magnitude Estimate	<ul style="list-style-type: none"> <li>▪ Assessment of proposals for entry to the forward programme of schemes and Project Lifecycle</li> </ul>
Options Estimate	<ul style="list-style-type: none"> <li>▪ Identification and comparison of viable alternatives</li> <li>▪ Selection of optimum alternative and decision support for Preferred Route Announcement</li> <li>▪ Update of estimate with design development</li> </ul>
Developing Estimate	<ul style="list-style-type: none"> <li>▪ Approval to issue Orders and Environmental Statement</li> <li>▪ Approval to issue invitation to tender / appoint contractor</li> <li>▪ Inception of Scheme Budget Setting Process</li> <li>▪ Update of estimate with design development</li> <li>▪ Inform price verification/tender validation/sustainability</li> </ul>
Final Estimate	<ul style="list-style-type: none"> <li>▪ Inception of Price and /or Scheme Budget setting process</li> <li>▪ Achieve formal approval of scheme budget to move into construction</li> </ul>

Figure 2 (overleaf) shows an example of the alignment of the estimate classifications with the Project Control Framework (PCF). This example is for a Major Project procured through Early Contractor Involvement. For other forms of procurement the supplier may be engaged later in the development stage.

Details of each estimate’s process, characteristics and requirements are contained in the annexes to this manual.

In addition to being required for SGAR updates to estimates are required at least every 12 months and whenever major changes in project scope or requirements materialise.

## Cost Estimating and The Project Control Framework

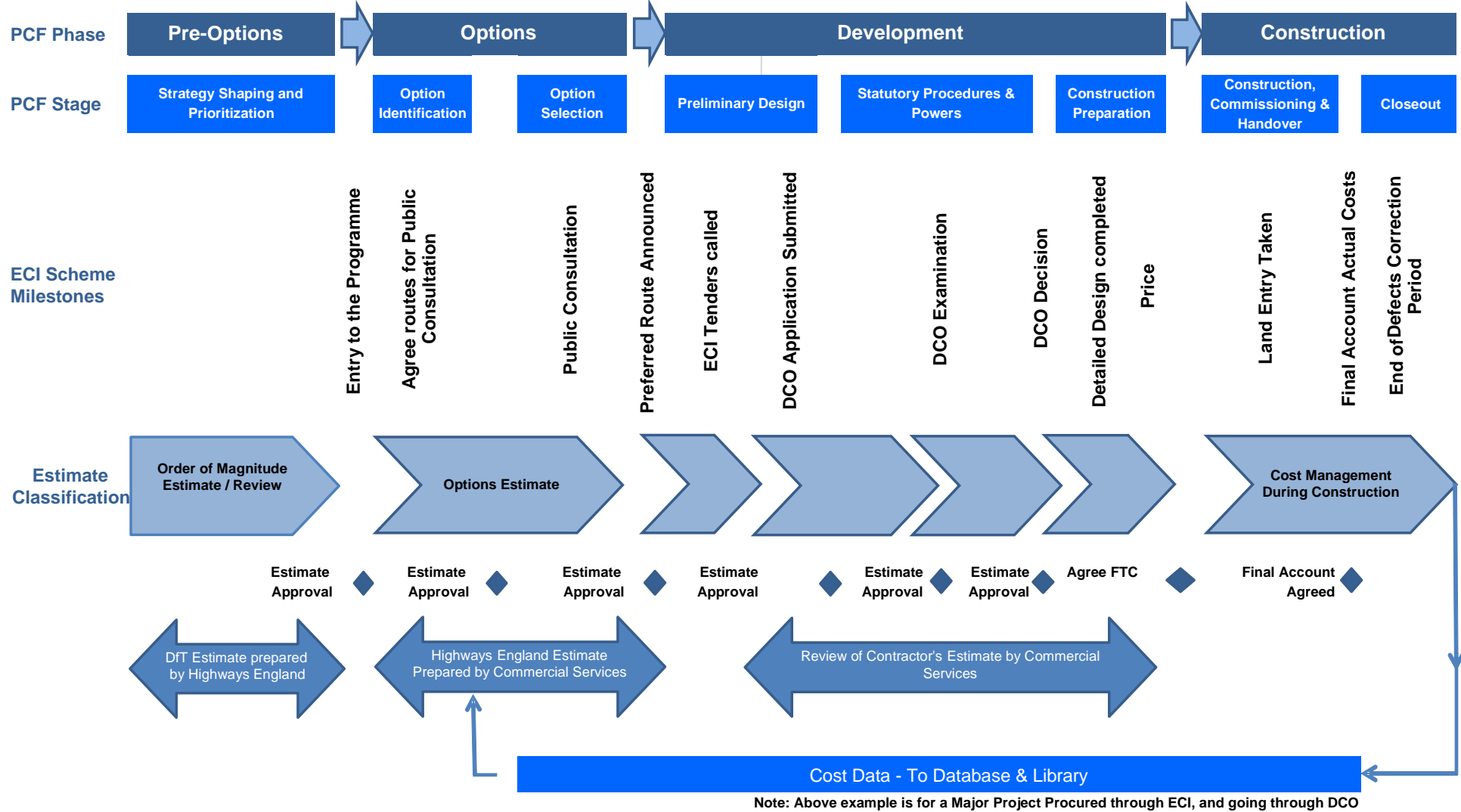


Figure 2: Correlation between Phases, Stages and Type of Estimate

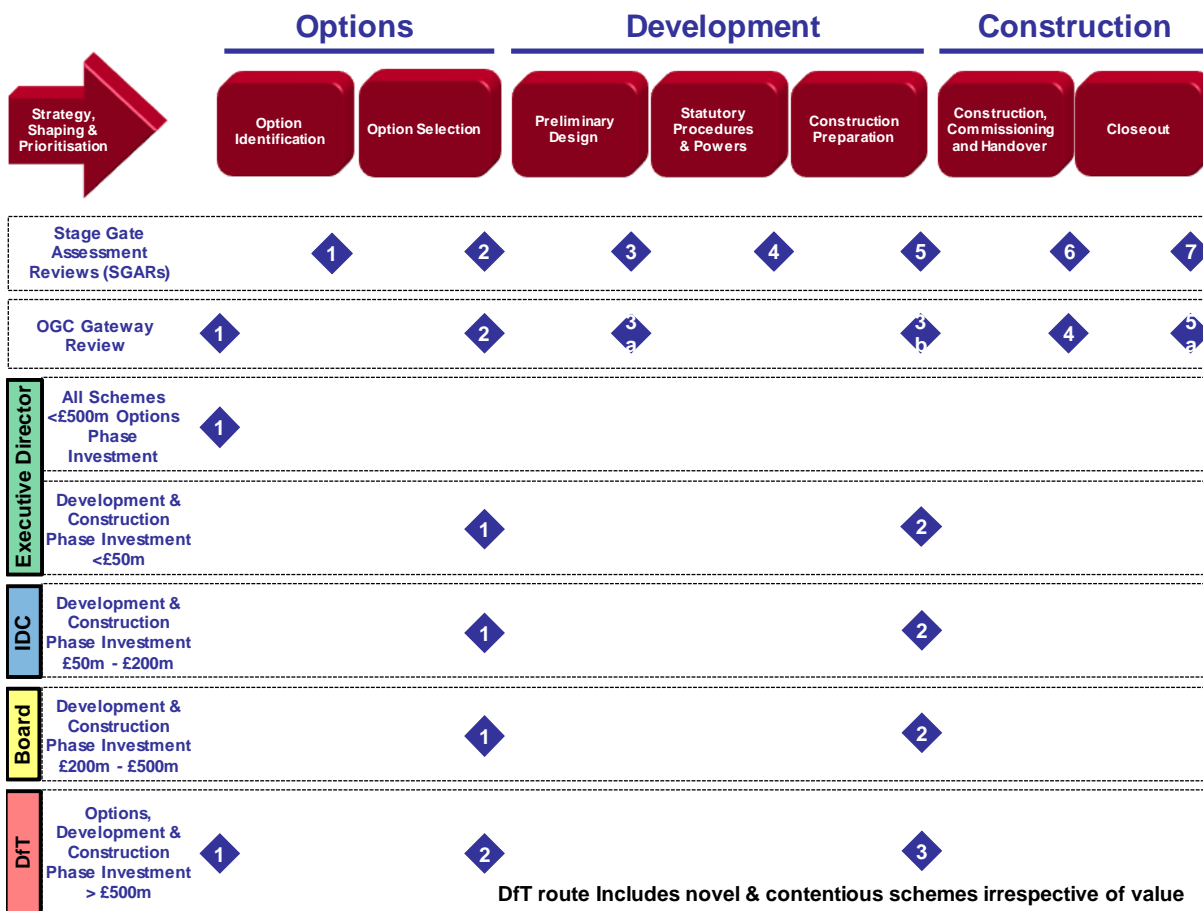
### 2.3 Incremental Funding and Phase Cost Estimates

Under the Investment Decision Committee (IDC) process and Project Control Framework (PCF), investment funding is committed to projects incrementally, phase by phase. Therefore, only schemes in the Construction Phase will have funding committed through to their completion. Schemes in earlier Phases will have an IDC funding commitment limited to the cost of completing that Phase only.

Scheme cost estimates include ring-fenced estimates for the cost of completing the Options and Development Phases of the scheme. These estimates form the basis of budgets allocated to the project teams for the Options and Development Phases. These estimates take account of financial forecasts and other information provided by the relevant project team and should align with the financial forecasts stored on the Highways England finance system.

Project Teams make submissions in accordance with the Highways England’s IDC process to apply for funding of the appropriate Phase. For Major Projects, applications are submitted to the IDC and these are reviewed to ensure they align with approved estimates prior to submission. Further details of the IDC process are available on the *Way we Work* portal.

Figure 3 below provides an overview of Highways England approvals.



**Figure 3: Investment Decision Committee Delegations**

Major Projects typically have long timescales and substantial uncertainty at the early stages of development. Estimates for schemes are produced as a range with “most likely” estimates expressed between a minimum and maximum cost.



## 2.4 The Governance of Estimates

The outputs of estimates for proposed schemes are governed by the requirements of the following overarching framework / process:

- the Project Control Framework and PCF Product Descriptions
- the Investment Decision Committee Process

Commercial Services Division governs the production of estimates; ensuring estimates are produced to time and quality requirements. Estimates will generally be initiated by a scheme's Project Manager or stakeholder, who acts as the client for the estimate by completing an estimate request form (ref CE200) and submitting to the Commercial Services central inbox.

It is the Project Team's responsibility to ensure that estimates, and other Commercial PCF Products, are requested in time to meet the scheduled target dates for SGARs and other project milestones. It is recommended that estimates are requested 12 weeks before they are required in order to enable the Estimating Manager to plan workload, allocate appropriate resources and provide continuity of staff, e.g. where a particular Cost Engineer has produced previous estimates for the scheme.

Estimates for Major Projects' schemes are produced by the Commercial Services Division's Cost Engineers on behalf of the project teams who will be involved throughout the estimating process. Project Managers will formally review estimates to ensure understanding and commitment. All estimates are required to be reviewed and approved by the Commercial Services Division's Estimating Manager and Head of Cost Planning or Commercial Director before they are formally released to Project Teams. These approvals are documented on a standard Estimate Approval Form (*ref. CE300*).

## 3 ESTIMATE STRUCTURE AND OVERVIEW OF METHODS

### 3.1 Commercial Services Estimating Structure

Figure 3 summarises the main steps in the estimating process and the elements comprising the Division’s standard estimate structure or “cost-build” for a project.

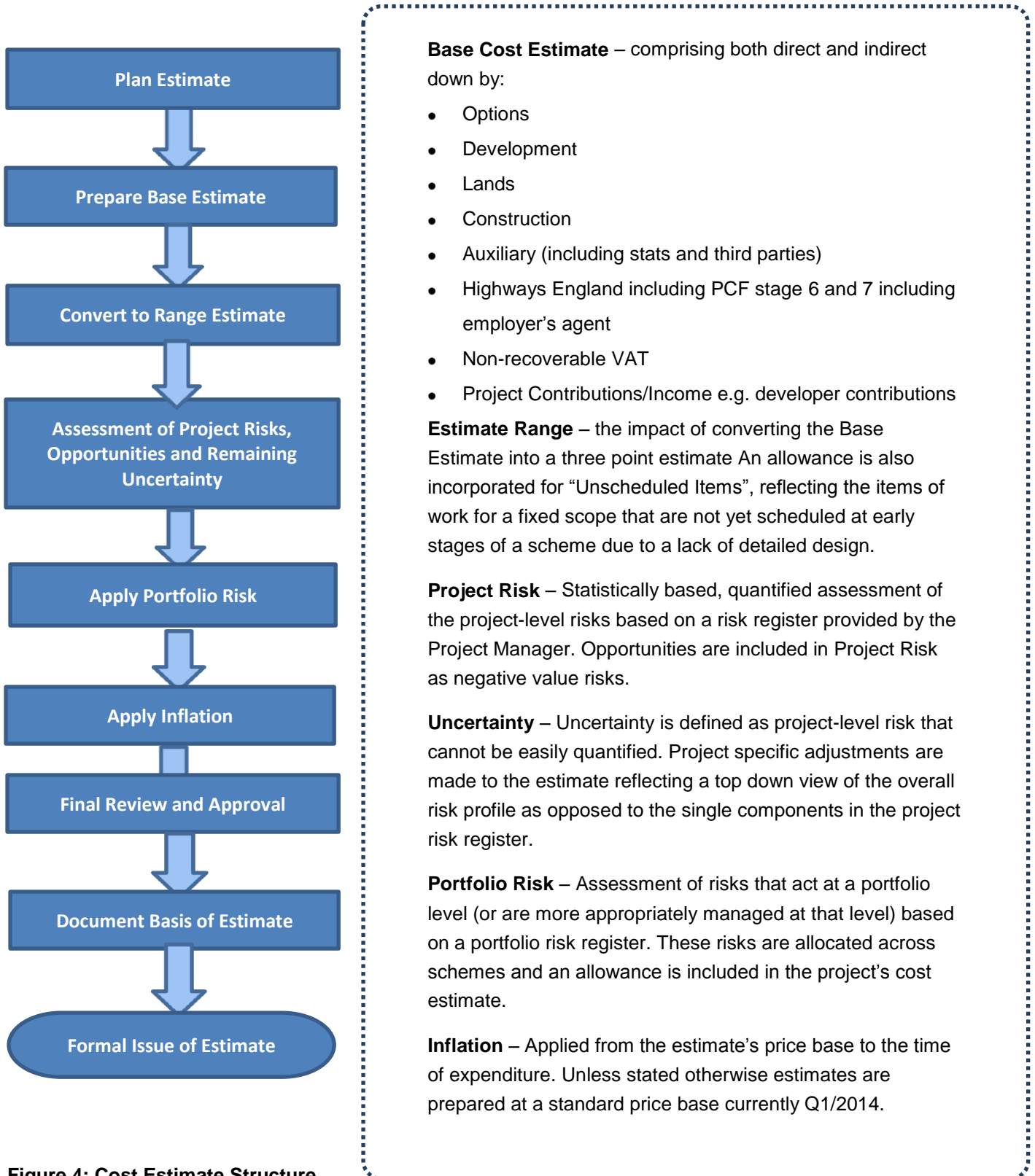


Figure 4: Cost Estimate Structure

Where estimates are prepared in the period approaching commitment to works expenditure (Development Stage 5 and for agreement of target costs / tender assessment), a Cost Estimate Summary can be generated both at the defined Base Date and also at current prices. This enables effective comparison with, and negotiation of, the Contractor’s / Delivery Partner’s price submissions.

Note that the estimate structure does not include Optimism Bias (set out in HM Treasury’s Green Book: *Appraisal and Evaluation in Central Government*) for Major Projects’ estimates. Optimism Bias is subsumed within project risk, uncertainty and portfolio risk. This approach has been reviewed and approved by HM Treasury.

### 3.2 Work Breakdown Structure (WBS)

Estimated costs for each component of the estimate structure are produced using the current version of the Commercial Division’s standard Work Breakdown Structure (WBS). The hierarchical structure of the WBS is based on the Manual of Contract Documents for Highway Works Volume 4, Method of Measurement for Highways Works. Figure 4 provides an illustration of the various levels of the WBS which uses a structured coding system.

WBS Code	Description	Quantity	UoM	Labour	Materials	Plant	Sub-Contracto	Other	Unit Rate
0400.	Road Restraint Systems								
0400.00.	H1 Safety Barriers - Containment Performance Class and working width class classification		m						
0400.00.10.	H1 Safety Barriers								
0400.00.10.10	H1 Safety Barriers		m						
0400.00.20.	Terminals								
0400.00.20.10	Terminals		m						
0400.00.30.	Connections to existing systems								
0400.00.30.10	Connections to existing systems		No						
0400.00.40.	Transitions - All Impact Severity Level (All ISL classes)								
0400.00.40.10	Transitions		No						
0400.05.	H2 Safety Barriers - Containment Performance Class and working width class classification		m						
0400.05.10.	H2 Safety Barriers								
0400.05.10.10	H2 Safety Barriers		m						
0400.05.20.	Terminals								
0400.05.20.10	Terminals		No						
0400.05.30.	Connections to existing systems								
0400.05.30.10	Connections to existing systems		No						
0400.05.40.	Transitions -All Impact Severity Level (All ISL classes)								
0400.05.40.10	Transitions		No						
0400.10.	H4a Safety Barriers - Containment Performance Class and working width class classification		m						
0400.10.10.	H4a Safety Barriers								
0400.10.10.10	H4a Safety Barriers		m						

**Figure 5: Hierarchy and Function of the Operating Levels of the WBS**

The WBS for Major Projects forms the framework for the Division’s data capture and analysis. Data is captured from agreed prices and actual costs in this format and housed within the Commercial Services Division’s Cost Intelligence System.

Contractors are required to make submissions compatible with the WBS. The Commercial Division’s estimating data libraries are reviewed/audited at 6 monthly intervals, utilising the data captured from prices and actual costs.

Note that the WBS covers all costs including direct and indirect construction costs and non-construction costs incurred during the Options and Development Phases. Cost data is captured at a set level which may be above item level when full granularity of costs will not add significant benefits. Further information about the WBS is available from the Division’s Cost Intelligence Manager.

### 3.3 Estimating Methods

Commercial Services Division uses a variety of estimating methods at the various stages of the project lifecycle. The estimating method used will be largely determined by the extent of design and programme information available as summarised in Figure 6.

PCF Stage						
	0	1	2	3	4	5
	Pre-Options	Options Identification	Options Selection	Preliminary Design	Statutory Process	Detailed Design
First Principles 'bottom up' estimating	○	○	◐	◐	●	●
Parametric	◐	◐	◐	◐	◐	○
Analogy	●	●	●	◐	◐	○
Legend	● Primary   ◐ Applicable   ○ Not Applicable					

**Figure 6: Typical Application of Estimating Methods during Lifecycle Phases**

The core estimating methods are:

#### 3.3.1 Probabilistic Range Estimating

There is a range of potential outturn costs for any project and, indeed, any item of work. Estimating is effectively predicting the future and an uncertain future cannot be exactly predicted.

Prior to 2008, all Highways Agency cost estimates were single point estimates incorporating an allowance for risk, contingency or Optimism Bias and inflation. Since 2008, Major Projects' estimates have been prepared in a range estimating format.

- The most likely cost is expressed within a range of estimated project from plausible minimum to maximum outturn costs
- The probability distribution is shown across the range of costs, usually with the estimated costs for the distribution's percentile values

This provides decision makers with a clearer picture of the range of potential outturns and the probability that the project will be under or over a set budget.

#### 3.3.2 First-principles, 'bottom-up' estimating

Preparation of estimates from the lowest level of detail, with labour, plant and materials (and any sub-contractor) resources estimated for each item of the works along with the production rate for that item. This assessment should be tailored to the quantity, schedule, project characteristics and market conditions. The Division's estimating rate database contains libraries of standard items of work with first-principles labour, plant and material build-ups for adjustment to specific projects.

**3.3.3 Parametric Estimating**

Parametric models correlate resources and costs with parameters describing a project. Cost Estimating Relationships (CERs) are established that can derive an assumed schedule of items based on known project parameters, e.g. Link-length, gantry spacing, road classification, lane widths, etc... Parametric estimating is primarily used at the early stages of design and to check other estimates. These models are most suitable for programmes of works with common parameters. The Commercial Services Division has established the following parametric models:

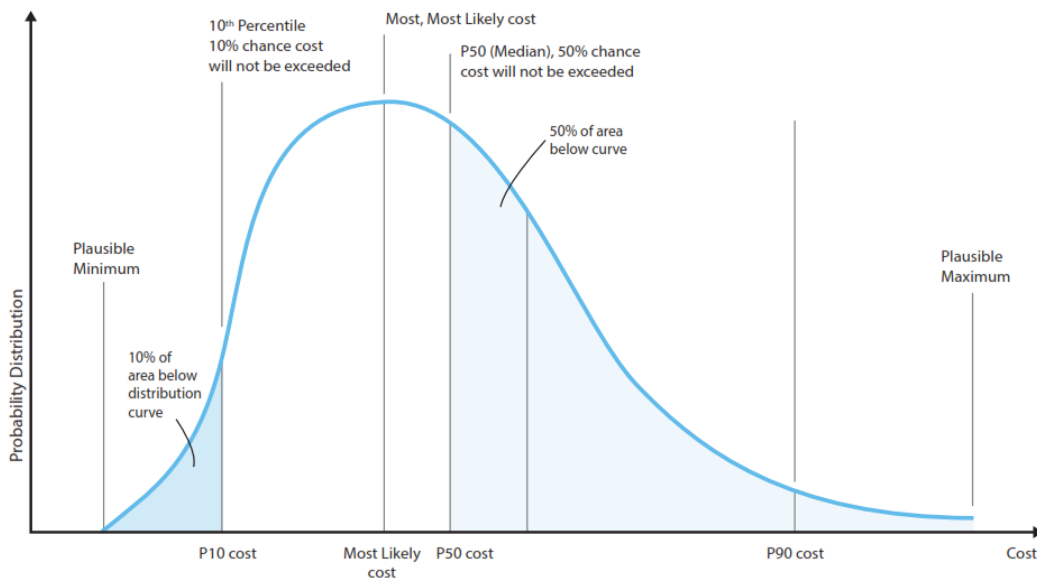
- Smart Motorways Cost Model (
- All Lane Running, Controlled Motorways and Dynamic Hard Shoulder Running)
- Roadworks Estimator – proprietary model for bypass and widening schemes
- Preliminaries Cost Template – a model producing a schedule of Method Related Costs and Project Overheads resources

**3.3.4 Analogy Estimating**

Using historical unit rate data at an elemental or item level to estimate the costs of future works often applying factored adjustments, this relies on a high degree of similarity between the market and project conditions of the works being estimated and the source projects for the historical rate data. The characteristics of the previous works must be clearly understood so that data can be used with confidence. The Division’s Cost Capture system contains unit rates for previous works that can be used for analogy estimating provided that the captured rates correspond to similar items of work, quantities and project environments. Analogy estimating is best used to benchmark outputs from other estimating methods and also to plug rates where there are gaps in the first-principles estimates.

**3.3.5 Expert opinion**

Relies on subject matter experts to give their opinion on what an element should cost. There is a large knowledge base to draw on from within the Highways England and its supply chain, but expert opinion is subjective and must be used carefully to fill non-critical gaps in a detailed estimate WBS where there is no hard source of data. Figure 7 shows the typical form of a probabilistic range estimate.



**Figure 7: Example Probabilistic Range Estimate Output**

## 4 ESTIMATING PROCESS AND SYSTEMS

### 4.1 Introduction

The Commercial Services Division estimating process has a number of devices, models and data to assist in the production of estimates. A summary of the estimating process is presented in Figure 8. A more detailed summary is presented in Annex E.

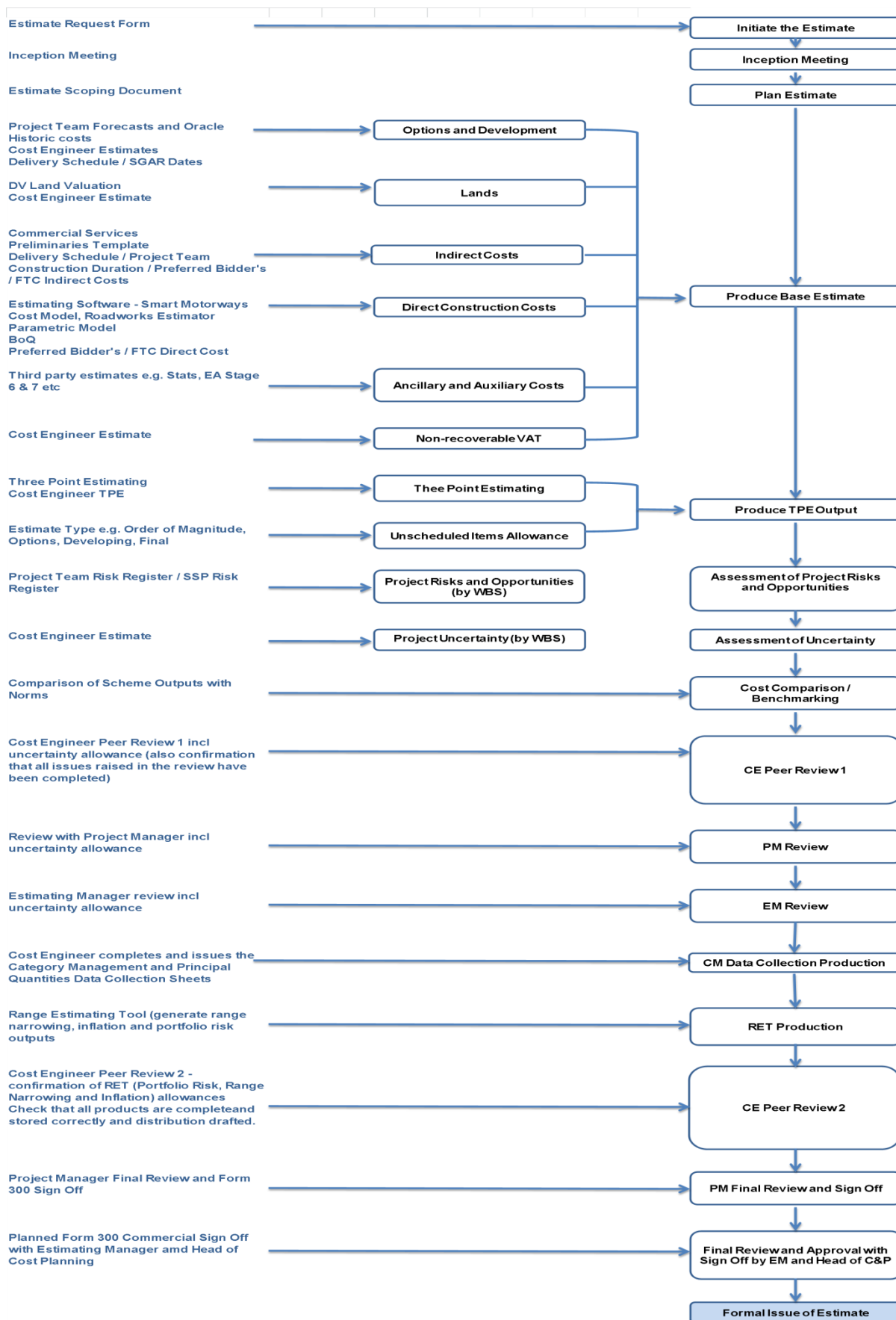


Figure 8: Inputs and devices used in estimate production

## **4.2 Initiating the Estimate**

The stakeholders requesting estimating work from Commercial Services Division must fill out the division's Request for Estimate Form (ref. CE200), providing as much notice as practical so that the most appropriate resources can be allocated, e.g. Cost Engineering staff who are familiar with a particular project.

Ideally, this form will be completed a minimum of 12 weeks before the estimate output is required. The Estimating Manager will review requests and assign to Cost Engineers.

## **4.3 Planning the Estimate**

The Cost Engineer produces a plan for the estimating work following an Estimate Inception Meeting with the relevant project team or stakeholders requesting the estimate. The project team and stakeholders provide a briefing to the Cost Engineer reporting on any specific requirements for the cost estimate.

The Cost Engineer will confirm the scope, purpose, scheme design information, programme and other available information on which the estimate is to be based, recording these details on the Estimate Scoping Document together with the date information is to be provided by the Project Team for and the associated delivery date for the estimate.

## **4.4 Production of the Base Estimate**

### **4.4.1 Options and Development**

Options and Development Phase costs are to be estimated based on the latest delivery schedule provided by the scheme's Project Manager. The Project Manager is to supply current forecasts of expenditure, and any existing consultant orders or estimates to the Cost Engineer for review. The Project Manager should also supply the current historic expenditure for the scheme. Historic costs are obtained from the finance system in order to confirm consistency.

### **4.4.2 Lands**

The Project Manager should provide the Cost Engineer with the lands cost elements within the WBS by requesting a valuation of Lands: Blight, Acquisition, Part 1 Claims and Interest from the Lands Valuation Team.

### **4.4.3 Project Overheads and Method Related Costs**

Project Overheads and Method Related Costs are estimated, informed by the construction schedule, using the Commercial Division's *Preliminaries Cost Model* at the earlier stages of a scheme's development.

The Price Negotiation Process concludes with an agreed Price, within a Final Estimate. The relevant section of the agreed Price shall inform this element.

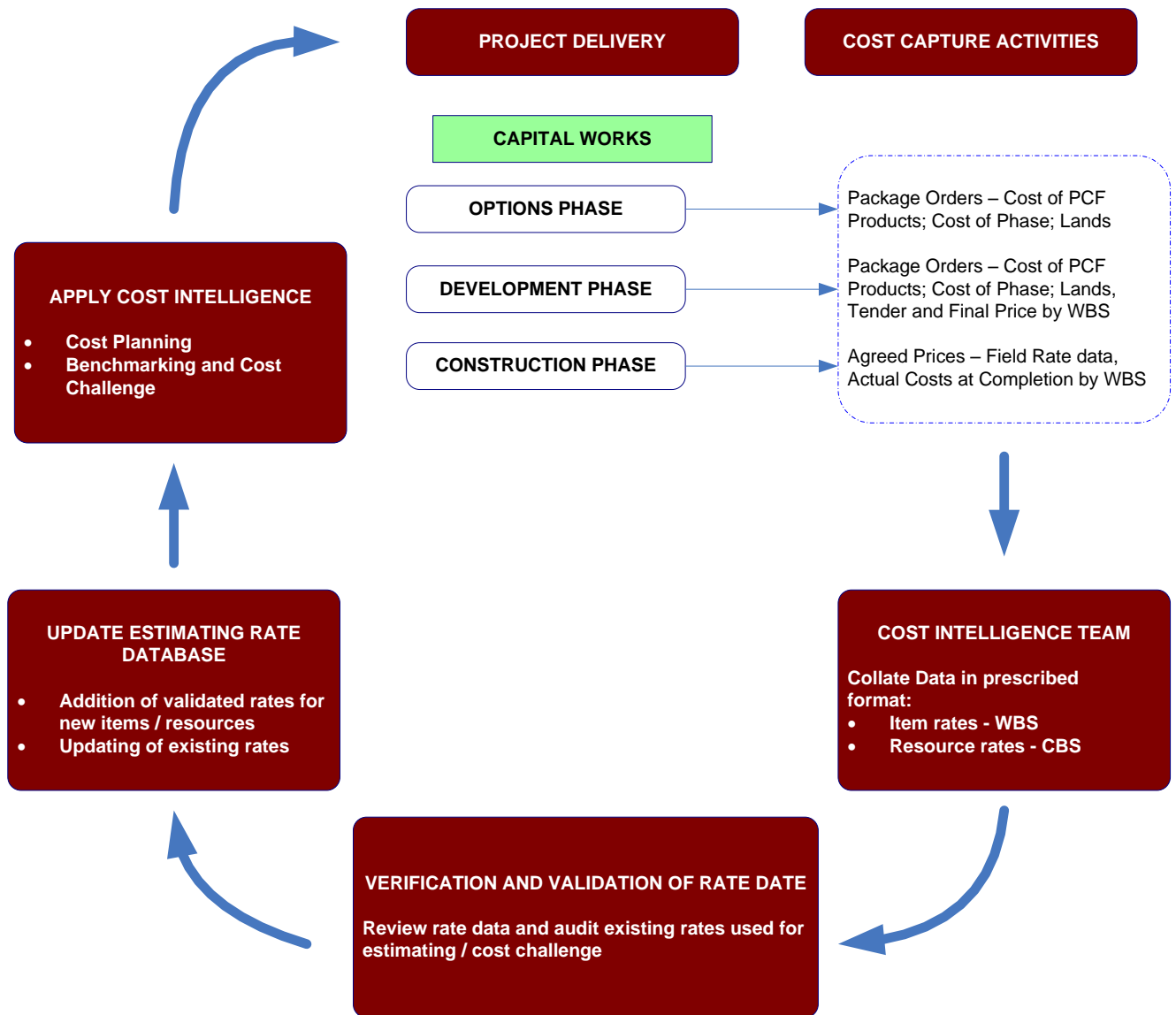
### **4.4.4 Direct Construction Costs**

A schedule of items for the Construction Phase is produced in strict WBS format for each segment. Estimating methods used will be largely determined by the level of scheme detail available.



The following systems and models are available to assist the development of the base estimate for direct costs of construction:

- *Benchmark* – The Commercial Services Division’s cost estimating software for production of first-principles estimates. *Benchmark* contains bespoke libraries of WBS Sections, Items (containing resource-based build-ups) and Resource and Production rates for the production of estimates. The software outputs Deterministic Point Estimates and Probabilistic, Three-Point Estimates in WBS format and exports to the Cost Estimate Summary Sheet within the CERT.
- The *Roadworks Estimator* – a parametric model for estimating off-line and on-line highways projects when little design information is available. The *Roadworks Estimator* generates a Schedule of Items for import into *Benchmark*. These are priced using the rate libraries and estimates output to the CERT as above.
- *Smart Motorways Cost Model* – a bespoke parametric model for estimating Smart Motorways schemes up to and including PCF Stage 4. There are two versions: based on Hard Shoulder Running to Interim Advice Notes 111 and 112/07; Managed Motorways All Lane Running based on IAN 161/13.
- Agreed Prices – The Price Negotiation Process concludes with an agreed Price for the Scheme which will inform the Direct Construction Costs for a Final Estimate.
- Cost Capture Database – The Commercial Services Division captures tender and actual item rates from Contractors and Delivery Partners in WBS format. In addition resource rates are captured using the Commodity Breakdown Structure (CBS). This cost and price capture is used for cost analysis and informs the estimating rate database as outlined in Figure 9 (overleaf).



**Figure 9: Estimating and Cost Capture process**

Estimate costs will be automatically allocated to item codes that match with the rate database's libraries. The Cost Engineer then prices the remaining items by allocating appropriate resources to items from the database libraries or introducing scheme specific rates in Benchmark. The Cost Engineer will adjust rates and production rates to suit the specific project characteristics.

In the Development Stage where a Contractor or Delivery Partner is appointed, the estimate will be informed by their production of a bill of quantities which is reviewed for quantum and scope by the Cost Engineer and estimated using the Division's rate database.

Final estimates shall be informed by the agreed prices provided by the Price Negotiation Process.

Estimating Rate Database – The Commercial Services Division’s database of resource rates, production rates and resource-based items is used to produce estimates. This is in Three-Point Estimate format and currently at a price base of Q1/2014. The database is audited annually against captured Prices and actual cost data with a check of volatile rates, such as steel and oil-based materials, every 6 months to ensure that these rates reflect the latest forecasts.

In the early stages, insufficient information will be available to develop a bill of quantities from an accurate take-off. The Commercial Services Division’s parametric estimating tools, such as the *Roadworks Estimator* and the Smart Motorways Cost Models, can be used in this instance to generate an assumed Bill of Quantities that can be automatically estimated through *Benchmark* estimating software.

Where the scheme is more mature, e.g. following completion of Preliminary Design and appointment of a Contractor, including development design, the Cost Engineer will confirm the construction programme, schedule of items and quantities based on the WBS item descriptions and codes, with the project team. Any items of work outside of the WBS scope are captured with bespoke item descriptions and added to the schedule of items.

#### **4.4.5 Contractors Fee**

The Contractor’s fee level is calculated as a separate line item, based on established percentage profit and business overheads for ECI or Framework procurement. This is either informed by the contractual fee for the scheme or based upon cost intelligence if no Contractor is on board.

#### **4.4.6 Auxiliary Costs**

Statutory Undertakers costs (power, communications, water and gas) are based on the latest C2, C3 or C4 estimates received from the Statutory Undertakers.

Rail Authority, Environment Agency, Local Authority Costs shall be discussed with the Project Manager, and should be based on the latest information available from the third party impacted by the proposed works.

#### **4.4.7 Non-recoverable VAT**

Non-Recoverable VAT: This is derived from an estimate of the proportion of the works value outside the boundary to the nearest 5%, agreed with the Project Manager. This is entered directly into the Cost Estimate Summary Sheet (CESS) contained within the Cost Estimate Report Template (CERT) (see below). Once agreed this becomes fixed for the duration of the project.

### **4.5 Conversion to Probabilistic Range Estimate**

A base estimate is produced for the scheme and then converted to a range estimates by running the three-point estimating module in *Benchmark* estimating software, using Monte Carlo simulation to produce a probability distribution for the outturn costs estimate.

Minimum and Maximum outputs are currently set at p2.5 and p97.5 respectively. These can be user defined along with the number of iterations run during simulation – a minimum of 5,000 is recommended. Outputs are exported to the CESS.

For a Final Estimate the Minimum and Maximum range is generated from the expert opinion of the Price Negotiation Team with the most likely informed by the agreed Price.

#### 4.6 Unscheduled Items

The estimating process includes the opportunity to include an allowance for *Unscheduled Items*, to reflect the fact that the schedule of items required to deliver a project will be incomplete at the earlier stages of design development. Whilst the schedule will identify principal items of work, it is unlikely to include detailed items that are essential to support the principal items or enable them to operate successfully.

As experience has shown that this can be a major cause of cost escalation an allowance, decreasing throughout the project lifecycle, is included to cover these more detailed unscheduled items of work.

#### 4.7 Project Risk and Opportunities

A specific Risk Register should be provided by the scheme's Project Manager for schemes at Options Stage onwards. This Risk Register, in the current PCF template, forms the basis of the Project Risk assessment included in the cost estimate. The Cost Engineer will review the identified risks and quantification and may propose amendments to the Project Team.

The Cost Engineer will review any separate savings/risk and opportunities registers in order to confirm the risk position of the scheme. Potential savings/opportunities will be recorded within the CESS as negative risks.

The estimated costs of agreed risk mitigation measures are included in the base estimate with the residual estimated exposure included in the Project Risk part of the cost build.

Project Risk will include both Employer and Contractor owned Risks.

Risk is apportioned in accordance with certain WBS headings. This allocation and ownership is based on the project manager's considerations and included within the risk register.

#### 4.8 Uncertainty

Where risks are difficult to quantify with any precision, project specific adjustments may be included in the Uncertainty element of the CESS. These are allocated against the WBS items and accompanied with explanatory notes to record the basis for these allowances.

#### 4.9 Portfolio Risk and Inflation

Once the Three Point Estimate Range, Project Risk and Uncertainty are complete, the estimate is reviewed and then Portfolio Risk and Inflation are generated using the Range Estimating Template (RET). For earlier estimates inflation is applied from the price base of the estimate to the time of expenditure

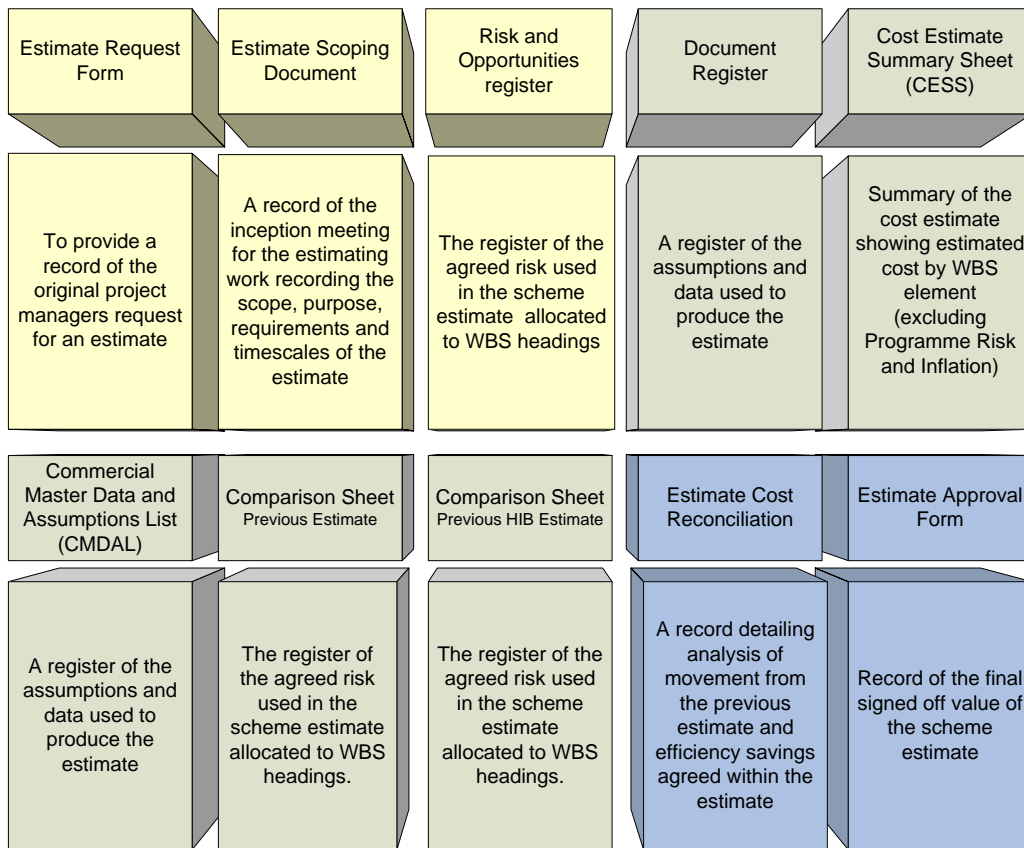
The *RET* takes inputs from the CESS to derive the Portfolio Risk and Inflation elements of the Cost Estimate. The RET then outputs the following information on separate worksheets:

- Spend Profile Summary – summarising the forecast expenditure for each Phase (Options Development and Construction) and other costs such as Lands costs.

- IDC Summary – a headline summary of the estimated cost, schedule and risk required for investment decisions by the Highways England Investment Decision Committee.
- Economic Outputs – cost estimate outputs discounted to a given year for use in Economic Assessment Report and similar work by WebTAG for appraisal of scheme benefits and value for money.

**4.10 Documenting the Basis of the Estimate**

The Cost Estimate Report Template (CERT) is a template that is completed as the estimate is prepared. It is a key document forming the basis of the estimate. It contains multiple documents which serve to provide a permanent record of the context of a scheme when the estimate was produced. Figure 10 provides a summary of the purpose of each element of the CERT template.



**Figure 10: Cost Estimating Report Template**

#### 4.11 Estimate Reviews and Approvals

The following reviews, as shown below, are required during the production of an estimate. These are listed in the Output Assurance Checklist within the CERT file:

Review Title and Purpose	Reviewer(s)
<u>Peer Review 1.</u> A detailed check and confirmation that every element of the estimate is appropriate and correct conducted after the range estimate and evaluation of project risk are complete.	CE / Independent CE
<u>Project Manager Pre-RET Review.</u> Confirm PM understanding of the emerging estimate and discuss Uncertainty.	CE / Project Manager
<u>Estimating Manager Review.</u> Following scheme presentation, confirm EM agreement of approach and process, including general assumptions. Uncertainty proposals and agreement in advance of Inflation and Portfolio Risk allowances.	CE / Estimating Manager
<u>Peer Review 2.</u> Confirmation that inflation and portfolio risk allowances are appropriate. All products are complete and stored correctly and distribution is properly drafted.	CE / Independent CE
<u>Project Manager sign - off.</u> Formal confirmation of Project Manager agreement of understanding, support and reporting commitment.	CE and PM
<u>Final Sign off.</u> Following a general estimate review, inclusive of high level benchmarking, Estimating Manager and Head of Cost Planning or Commercial Director sign - off.	Estimating Manager / Head of Cost Planning

Reviews should include benchmarking of the estimated cost versus high-level measures such as typical costs / linear km for a given scheme type and / or benchmarking against similar schemes. Reviews should also include a reconciliation of the estimate with the last approved estimate for the scheme and / or other relevant estimates.

#### 4.12 Formal issue of the Estimate

Once approved by the Estimating Manager and Head of Cost Planning, key estimate documents are stored on the relevant SHARE folder for the scheme. The outputs and distribution list for the estimate is captured in Annex F.

The approved, up to date, cost estimate is deemed a PCF product once submitted by the project manager in accordance with PCF. The final agreed estimate then forms the agreed Price for delivery of the works.

**Annex A –Order of Magnitude Estimate Process Summary****Title:** Order of Magnitude Estimate**Aim and Purpose:**

The aim of an Order of Magnitude Estimate is to provide an assessment of proposals for entry to the forward programme of schemes and Project Lifecycle. This then leads to a decision on whether to move into the Options Phase.

The purposes of the estimate are to:

- Compare transport solutions.
- Provide a cost for taking the scheme through Options and Development Phases.
- Capital Funding.
- Entry into the Options Phase.

**Inputs:**

Client Scheme Requirements

Completed Form CE200 – Request for Estimate Form

Route corridor on 1:2500 OS map from Client Scheme Requirements, if available.

Completed Form 103/109 – Order of Magnitude Estimate Project Information Form - New Construction/Widening Segment, if available

Completed Form 104/105 – Roadworks Estimator Long section Input Form - New Construction/Widening Segment, if available.

Completed Form 303 for MM/ALR Projects

Outline Project Schedule

Any existing Feasibility Studies, if available.

Project Risk Register, if available.

**Quality Criteria (Performance Standards):**

The scope of the estimate includes:

- Preparation of a Schedule of Works, using Roadworks Estimator software to produce quantities in a Highways England WBS format
- Pricing of the Schedule of Works using Benchmark Estimating Software, which incorporates the standard Highways England WBS Items
- Generic Risk Assessment/Project Specific Risk Assessment when available

**Roles and Responsibilities :**

**Produced By:** MP Project Manager

**Accountable and Signed Off By:** Project Sponsor

**Consulted With:** Commercial Services Division Cost Estimating Manager (For Technical Approval), Integrated Project Team, Network Delivery & Development Senior User, MP Property Compensation Group, Commercial Services Risk Manager, Finance

**Distributed To:** Highways England Project Manager, Senior Portfolio Office Manager, Portfolio Office Business Analyst, Regional Commercial Manager, Estimating Manager, Programme Support Manager, Head of Cost Planning, Estimating Co-ordinator, Head of Commercial Intelligence

**Annex B – Options Estimate Process Summary**

<p><b>Title:</b> Options Estimate</p>
<p><b>Aim and Purpose:</b></p> <p>The aim is to produce an estimate for each of the options that can be used as part of the selection of the Preferred Route, at the end of stage 2.</p> <p>The purposes of the estimates are:</p> <ul style="list-style-type: none"> <li>• Identify of viable alternatives and selection of the optimum</li> <li>• Provide decision support for Preferred Route Announcement</li> <li>• Update the estimate with design development</li> </ul>
<p><b>Inputs:</b></p> <p>Completed form CE200 - Request for Estimate Form</p> <p>Route corridor on 1:1250 OS map</p> <p>Typical cross sections for each Option</p> <p>Completed Form 103/109 – Order of Magnitude Estimate Project Information Form – New Construction/Widening Segment, if available</p> <p>Completed Form 104/105 – Roadworks Estimator Long section Input Form for a New Construction/Widening Segment, if available.</p> <p>Completed Form 303 for MM/ALR Projects</p> <p>Risk Registers for each Option.</p> <p>Statutory Costs through C3 Estimate</p> <p>Land Costs</p> <p>Historic Costs</p> <p>Current Forecasts/Consultant Package Orders</p>
<p><b>Quality Criteria (Performance Standards):</b></p> <p>Scope of the estimate includes:</p> <ul style="list-style-type: none"> <li>• Preparation of a Schedule of Works, for each option, using Roadworks Estimator software to produce quantities in a Highways England WBS format</li> <li>• Pricing of the Schedules of Works using Benchmark Estimating Software, which incorporates the standard Highways England WBS Items.</li> <li>• Risk Assessment is to be prepared in accordance with the Highways England Risk Management Manual</li> </ul>
<p><b>Roles and Responsibilities :</b></p> <p><b>Produced By:</b> MP Project Manager</p> <p><b>Accountable and Signed Off By:</b> Project Sponsor</p> <p><b>Consulted With:</b> Commercial Services Division Cost Estimating Manager (For Technical Approval), Integrated Project Team, Network Delivery &amp; Development Senior User, MP Property Compensation Group, Commercial Services Risk Manager, Finance</p> <p><b>Distributed To:</b> Highways England Project Manager, Senior Portfolio Office Manager, Portfolio Office Business Analyst, Regional Commercial Manager, Estimating Manager, Programme Support Manager, Head of Cost Planning, Estimating Co-ordinator, Head of Commercial Intelligence</p>



**Annex C – Developing Estimate Process Summary****Title:** Developing Estimate**Aim and Purpose:**

To aim is to have a current Estimate of the value of the Works and the cost of accepted changes, as the Detailed Design proceeds.

The purpose of the estimate is to:

- Support approval to issue Orders and Environmental Statement
- Support approval to issue invitation to tender / appoint contractor
- To update the existing estimate and enable additional items to be included or removed from the estimate

**Inputs:**

Completed Form CE200 – Request for Estimate Form

Preliminary design drawings at 1:500 scale from Preliminary Design

Horizontal and longitudinal sections

Outline Specification for Key Cost Drivers, for example Drainage, Earthworks, Structures and Traffic Management.

Supplier Price/Estimate Submissions

All Risk Registers and Assessments

All Change Control Documentation

Statutory Costs through updated C3 Estimate

Land Costs

Project Schedule

Historic Costs

Current Forecasts/Consultant Package Orders

Completed Bill of Quantities in HA WBS format

**Quality Criteria (Performance Standards):**

The Scope of the estimate includes:

- Preparation of a Schedule of Works measured in accordance with the Highways England WBS.
- Pricing of the Schedule of Works using Benchmark Estimating Software which incorporates the standard Highways England WBS Items
- Risk Assessment to be prepared in accordance with the Highways England Risk Management Manual

**Roles and Responsibilities :**

**Produced By:** MP Project Manager

**Accountable and Signed Off By:** Project Sponsor

**Consulted With:** Commercial Services Division Cost Estimating Manager (For Technical Approval), Integrated Project Team, Network Delivery & Development Senior User, MP Property Compensation Group, Commercial Services Risk Manager, Finance

**Distributed To:** Highways England Project Manager, Senior Portfolio Office Manager, Portfolio Office Business Analyst, Regional Commercial Manager, Estimating Manager, Programme Support Manager, Head of Cost Planning, Estimating Co-ordinator, Head of Commercial Intelligence

**Annex D – Final Estimate Process Summary**

**Title:** Final Estimate

**Aim and Purpose:**

The aim is to produce an estimate that can be used to inform commitment to construct.

The purpose of the estimate is:

- To have an estimate that reflects the current design information
- To have the ability to produce Earned Value Analysis (EVA)
- To have an estimate that supports Cost Intelligence
- To agree a Contractual figure between Highways England and the Contractor.

**Inputs:**

Completed Form CE200 – Request for Estimate Form

Detailed design drawings at 1:500 scale including cross sections

Full Specification

All Change Control Documentation

Supplier Price proposals and agreement in accordance with the Price Negotiations Process

All Risk Registers and Assessments

Statutory Costs through updated C4 Estimate

Lands Costs

Project Schedule

Historic and Forecast HA costs

**Quality Criteria (Performance Standards):**

The Scope of the estimate includes:

- Agreement of Price in accordance with Highways England Price Negotiations Process
- A Risk Assessment is to be prepared in accordance with Section 4.7 of the Cost Estimation manual and the Highways England Risk Management Manual.

**Roles and Responsibilities :**

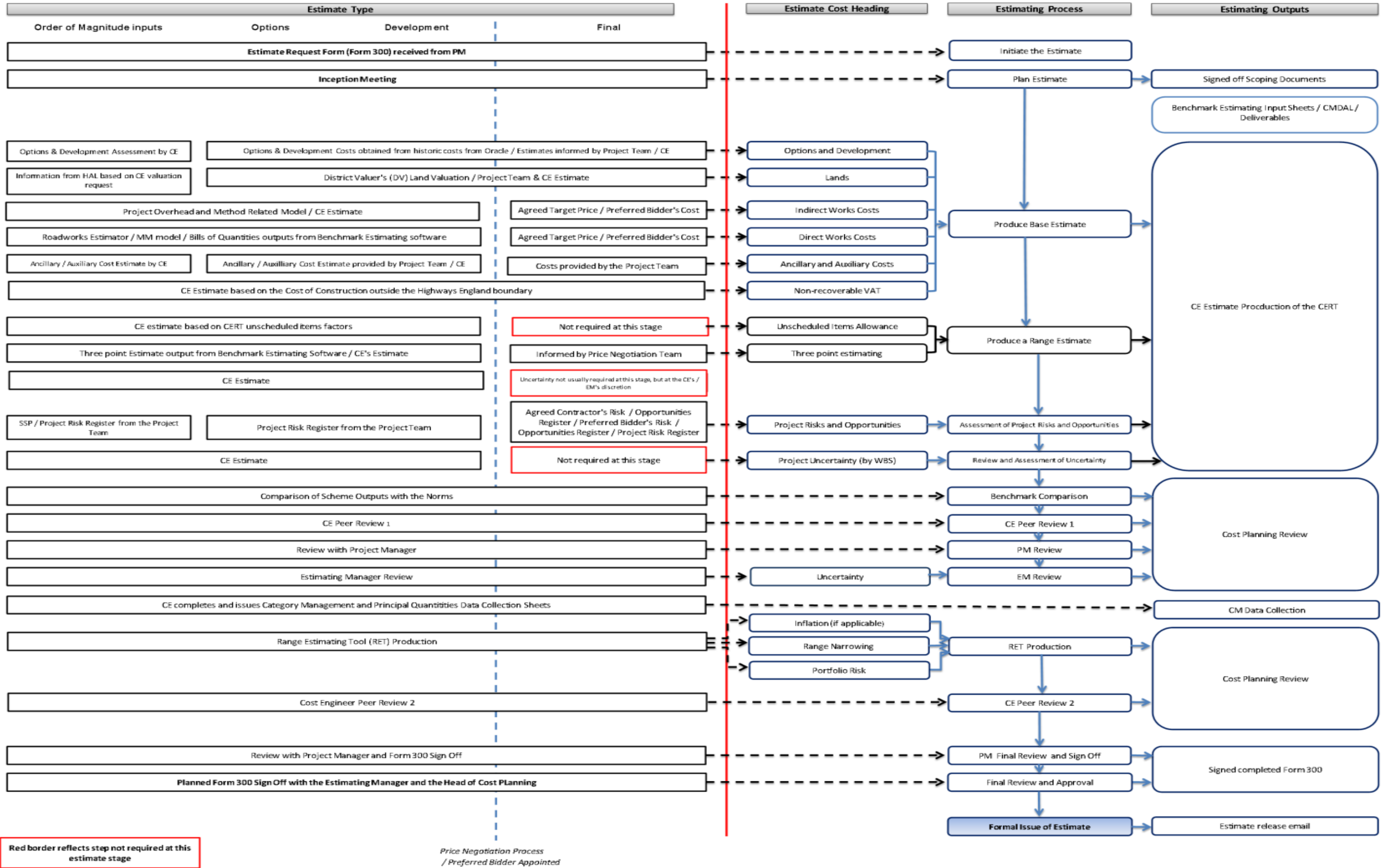
**Produced By:** MP Project Manager

**Accountable and Signed Off By:** Project Sponsor

**Consulted With:** Commercial Services Division Cost Estimating Manager (For Technical Approval), Integrated Project Team, Network Delivery & Development Senior User, MP Property Compensation Group, Commercial Services Risk Manager, Finance

**Distributed To:** Highways England Project Manager, Senior Portfolio Office Manager, Portfolio Office Business Analyst, Regional Commercial Manager, Estimating Manager, Programme Support Manager, Head of Cost Planning, Estimating Co-ordinator, Head of Commercial Intelligence

### Annex E – Cost Estimating Process Summary



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Appendix 1

## Annex F – Estimate Outputs and Distribution List

Managing our Highway Assets, Developing the Assets

[Road Name]

[Scheme Name]

Commercial

Cost Estimating

These documents should include:

- Estimate Approval Form CE300
- Cost Estimate Summary Sheet (CESS) providing costs by Work Breakdown Structure series
- Economic Output summary providing forecast expenditure for each phase of the project by financial year
- Commercial Factsheet providing a summary of the project, benefits, risks, schedule and cost and savings
- Outputs in the format required for investment decisions, e.g. Investment Decision Committee

Links to the key documents are then released in an estimate release email to:

- Highways England Project Manager
- Senior Portfolio Office Manager
- Portfolio Office Business Analyst
- Regional Commercial Manager
- Estimating Manager
- Programme Support Manager
- Head of Cost Planning
- Estimating Coordinator
- Head of Commercial Intelligence

Key values taken from the CESS and links to the key documents are also then captured on the Cost Planning Estimate Tracker, to enable monitoring of changes to the estimate value between stages

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or call 0300 123 5000\*.

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# Forward Plan of Key Decisions

## Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website [www.westsussex.gov.uk](http://www.westsussex.gov.uk) and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

**Key decisions** are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

<b>Decision</b>	The title of the decision, a brief summary and proposed recommendation(s)
<b>Decision By</b>	Who will take the decision
<b>West Sussex Plan priority</b>	See above for the five priorities contained in the West Sussex Plan
<b>Date added to Forward Plan</b>	The date the proposed decision was added to the Forward Plan
<b>Decision Month</b>	The decision will be taken on any working day in the month stated
<b>Consultation/ Representations</b>	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
<b>Background Documents</b>	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk).

**Published: 25 October 2019**

## Forward Plan Summary

### Summary of all forthcoming executive decisions in West Sussex Plan priority order

<b>Decision Maker</b>	<b>Subject Matter</b>	<b>Date</b>
Director of Highways, Transport and Planning	A29 Realignment Scheme - award of design contract	October 2019
Director of Highways, Transport and Planning	Award of Contracts for Highway Maintenance Services	November 2019
Director of Highways, Transport and Planning	Concessionary Travel Scheme - award of bus pass manufacture and administration contract	November 2019
Acting Chief Executive	Chichester Southern Gateway	November 2019
Acting Chief Executive	Worthing Public Realm Works - Adur and Worthing Growth Programme	November 2019
Chief Fire Officer	Procurement of replacement wheelchair accessible mini buses	November 2019
Cabinet Member for Environment	Electric Vehicle Strategy	December 2019
Acting Chief Executive	Worthing Community Hub Award of Contract	December 2019
Acting Chief Executive	Award of Contract for Self Service Library Kiosks	November 2019
Acting Chief Executive	Central Buying Consortium Library Group Award of Contract	December 2019
Cabinet Member for Fire & Rescue and Communities	Review of Library Offer	November 2019
Cabinet Member for Environment	Reduction in Funding for Recycling Credits	November 2019



## A Prosperous Place

### Director of Highways, Transport and Planning

<b>A29 Realignment Scheme - award of design contract</b>	
<p>The proposed A29 Realignment Scheme will deliver a 4.34km road to the east of Eastergate, Westergate and Woodgate villages. The new road alignment will provide the highway infrastructure needed to support the planned strategic development of the area by providing access to land for residential and commercial development. The new road will also alleviate traffic congestion along the existing A29, notably at the Woodgate level crossing which causes delays on to a key access route into Bognor Regis.</p> <p>Subject to the approval of the Transport Business Case by the Coast to Capital Local Enterprise Partnership (C2CLEP), the County Council will enter into a Funding Agreement with the C2CLEP for the entire scheme, which will be delivered in at least two phases. This decision relates to phase one between the A29, Fontwell Avenue and the B2233, Barnham Road.</p> <p>In February 2019, the Cabinet Member for Highways and Infrastructure <a href="#">delegated authority</a> to the Director of Highways and Transport to tender, procure and award the services of design and build and contract administration from the approved list of contractors on the Highways and Transport Frameworks.</p> <p>Following the competitive tender exercise, the Director of Highways, Transport and Planning will be asked to award the design and build and contract administration contract to the selected contractor.</p>	
<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	<p>Public consultation took place between 26 February – 26 April 2019</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Elaine Martin Tel: 033 022 24105
<b>Contact</b>	Judith Shore Tel: 033 022 26052

**Director of Highways, Transport and Planning**

**Award of Contracts for Highway Maintenance Services**

Highways maintenance services contracts are used to deliver a range of statutory highways maintenance services.

In January 2019, the Cabinet Member for Highways and Infrastructure approved the commencement of a procurement process for a new Highways Maintenance Term Contract or set of contracts and [delegated authority](#) to the Director of Highways and Transport to finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.

The Director of Highways, Transport and Planning will be asked to award contracts for:

1. Highway maintenance services contract - core services
2. Drainage cleansing maintenance contract
3. Hedge and grass maintenance contract
4. Carriageway and footways resurfacing
5. Carriageway surface dressing and carriageway and footway treatments
6. Infrastructure improvements – planned works

<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	12 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Environment, Communities and Fire Select Committee – 7 November 2019                      Cabinet Member for Highways and Infrastructure                      Executive Director Place Services                      Director of Finance and Support Services                      Director of Law and Assurance</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Peter Smith Tel: 033 022 25356
<b>Contact</b>	Judith Shore 033 022 26052

**Director of Highways, Transport and Planning****Concessionary Travel Scheme - award of bus pass manufacture and administration contract**

The Council has a statutory responsibility as a Travel Concession Authority to administer a Concessionary Travel Scheme that provides free bus travel to eligible older and disabled persons.

The West Midlands Combined Authority (WMCA), which comprises 18 local authorities and four Local Enterprise Partnerships, has awarded Smartcard framework agreements following an extensive European procurement. The benefits include:

- Competitive dialogue has allowed WMCA to select the best service
- Local Authority partners don't need to undertake their own procurement
- Economies of scale due to a shared service
- Option for a long-term arrangement
- Easy and cost-effective upgrade options built in

The Director for Highways, Transport and Planning will be asked to approve the direct award of a bus pass manufacture and administration services contract under the West Midlands Combined Authority Framework.

<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	2 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	Cabinet Member for Highways and Infrastructure Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Nicholas Thomas Tel: 033 022 26718
<b>Contact</b>	Judith Shore Tel: 033 022 26052

**Acting Chief Executive****Chichester Southern Gateway**

The Chichester Growth Deal defines joint growth priorities for West Sussex County Council (WSSCC) and Chichester District Council (CDC) including the delivery of housing, employment and leisure space, improved connectivity and improved public realm as

identified in the Adopted Southern Gateway Masterplan. The Southern Gateway Masterplan includes the development of WSCC land at the former Year 7 Block and the current all-weather hockey pitch at Chichester High School.

A Collaboration Agreement between WSCC and CDC commits each authority to the MasterPlan objectives and supports the procurement process, led by CDC to appoint a Development Partner.

CDC published an Official Journal of the European Union (OJEU) procurement notice in April 2019 and a Leader Decision in June 2019 ([LDR01 19.20](#)) supported WSCC entering the procurement process and that the Executive Director Place Services be given delegated authority to enable the County Council to join the procurement process for a development partner and to make an appointment if so advised.

Through that procurement process, should a development partner demonstrate that the WSCC valuation of its land and other key identified evaluation criteria can be met, WSCC would be committed to the appointment of a development partner and completion of a Development Agreement (WSCC would not be committed if the valuation / key evaluation criteria were not considered to be met).

CDC have led the OJEU procurement process to identify a potential Development Partner with bidders anticipated to submit detailed solutions to the District Council in October 2019. This process will result in a recommendation for the appointment of a bidder in November 2019 should it be demonstrated that the WSCC valuation of its land and other key identified evaluation criteria can be met.

The Acting Chief Executive will be asked to:

- Consider the outcome of the Procurement Process in order to determine WSCC's involvement in the appointment of a Development Partner
- Should it be demonstrated that the WSCC valuation of its land and other key identified evaluation criteria can be met, The Executive Director Place Services will be asked to support the appointment of a Development Partner for the Southern Gateway and for WSCC to enter into a Development Agreement in relation to the WSCC land with the District Council and the Development Partner.

<b>Decision By</b>	Lee Harris - Acting Chief Executive
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	16 October 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	The Leader, Local Members and the Chichester Growth Board.  Representations concerning this proposed decision can be made to the Acting Chief Executive via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Paul Jackson-Cole Tel: 033 022 25445

<b>Contact</b>	Suzannah Hill Tel: 033022 22551
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**Acting Chief Executive****Worthing Public Realm Works - Adur and Worthing Growth Programme**

The approved Adur and Worthing Growth Programme identified public realm improvements in Worthing town centre to support the development of the regeneration sites and the town's future economy. A £12m programme of 8 public realm schemes between the station and the seafront was identified. West Sussex County Council (WSSCC) committed £5m of growth funding to deliver the first phases of the programme. Worthing Borough Council (WBC) are committing to fund the remainder of the schemes through CIL, s106 contributions and direct developer contributions.

Portland Road was identified as the first phase with South Street following on later. Following the working up of the preliminary designs for Portland Road the detailed costs to deliver the scheme rose from the initial options appraisal estimate of £1m to £2.7m. This was based on extensive public consultation and work with the Worthing Town Centre Improvements Project Board. Portland Road is still deliverable within the WSSCC committed growth funding, but the increased cost of Portland Road had an implication on the phasing of the public realm package and what the WSSCC capital can deliver within this.

Following a public realm board meeting on 6th June it was decided that the initial South Street preliminary design work should be paused, with the exception of the completion of a bus operational study, and pushed back to later in the phasing plan when CIL money will become available. The remaining preliminary design funds were instead diverted to complete the detailed design work for Portland Road to get it ready for contract tender and procurement and delivery.

The remaining capital allocated to the public realm programme will allow WSSCC to bring forward the Railway Approach scheme in the public realm package phasing plan and deliver it (estimated at £1.3m to deliver) instead of South Street (estimated at £4m to deliver).

Railway Approach is a pivotal scheme in the public realm package outside of Worthing Station. It will improve the accessibility of the station and links through to the town centre enhancing the resident and visitor experience of Worthing and help to provide a greater sense of place on arrival.

WBC committed to forward fund part of the design costs for Railway Approach so that design work could start immediately.

The Acting Chief Executive will be asked to give authority to proceed with the procurement for delivery of the Portland Road public realm scheme and to proceed with the design of the Railway Approach public realm scheme.

<b>Decision By</b>	Lee Harris - Acting Chief Executive
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	13 May 2019
<b>Decision Month</b>	November 2019

<b>Consultation/ Representations</b>	Local Business Design Workshop Sep 2018, Stakeholder workshop Oct 2018, Public Exhibitions and consultation January - February 2019  Representation concerning the proposed decision can be made to the Acting Chief Executive via the author or service contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Patrick Griffin Tel: 03302224562
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

## A Strong, Safe and Sustainable Place

### Chief Fire Officer

<b>Procurement of replacement wheelchair accessible mini buses</b>	
<p>The Council operates a Fleet Assessment Management Plan that details the vehicles and equipment due for replacement over a rolling 5 year period.</p> <p>During 2020/21 there is a requirement to replace a number of wheelchair accessible minibuses used to support the provision of school transport as well as some adult services operations.</p> <p>Within the scope of this decision there are 33 vehicles due for replacement.</p> <p>It is proposed that the procurement is carried out using an external, multi-supplier Framework Agreement using an agreed specification.</p> <p>Delivery of the vehicles would be expected during Financial Year 2020/21.</p> <p>The value for this purchase is approximately £2,000,000 and will be funded via the Council's Capital Programme.</p> <p>The Chief Fire Officer will be asked to agree; the commencement of a procurement using an external Framework Agreement to replace wheelchair accessible minibuses.</p>	
<b>Decision By</b>	Sabrina Cohen-Hatton - Chief Fire Officer
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	16 October 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	

	Representations concerning this proposed decision can be made to the Chief Fire Officer, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Paul Mace Tel: 033 022 25443
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Cabinet Member for Environment

<b>Electric Vehicle Strategy</b>	
<p>Under the Automated and Electric Vehicles Bill, the government has announced plans to ban new petrol and diesel cars by 2040 and the Office for Low Emission Vehicles aims for all vehicles to be low-emission by 2050.</p> <p>The County Council needs to start preparing for this transition so that residents and businesses are able to take advantage of the opportunities on offer.</p> <p>This strategy will set out the County Council's vision for electric vehicles across the county and the interventions to deliver this vision.</p> <p>The strategy has been developed with guidance from a cross-party Members' Executive Task and Finish Group.</p> <p>The Cabinet Member for Environment will be asked to approve the Electric Vehicle Strategy.</p>	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place A Prosperous Place
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	December 2019
<b>Consultation/ Representations</b>	<p>Public Pre-Engagement Consultation (residents' survey) December 2018 - January 2019 Public consultation on strategy - September 2019 Environment, Communities and Fire Select Committee, 7 November 2019 Internal consultation with County Council Officers</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background</b>	None

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<b>Documents</b> (via website)	
<b>Author</b>	Ruth O'Brien Tel: 033 022 26455
<b>Contact</b>	Judith Shore Tel: 033 022 26052

**Acting Chief Executive**

<b>Worthing Community Hub Award of Contract</b>	
<p>This decision is subject to the approval of the decision by the Cabinet member for Safer, Stronger Communities on the Worthing Community Hub to approve the allocation of funds and commencement of a procurement process to allow the building works required to create a Community Hub in Worthing, based on the agreed detailed designs in the building currently known as Worthing Library and to delegate authority to the Executive Director of Place Services.</p> <p>The Acting Chief Executive will be asked to award the contract to the successful bidder in accordance with the Council's Standing Orders on Procurement and Contracts.</p>	
<b>Decision By</b>	Lee Harris - Acting Chief Executive
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	9 April 2019
<b>Decision Month</b>	December 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director of Place Services, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 033 022 26050



## A Council that works for the Community

### Acting Chief Executive

<b>Award of Contract for Self Service Library Kiosks</b>	
<p>When visiting the West Sussex Library Service residents regularly use self-service kiosks to transact a range of library services.</p> <p>In order to provide modern, longer term services procurement (decision ref: OKD10 19/20) is currently underway for Self Service Library kiosk replacement in West Sussex libraries. An allocation of £1m is included in the 2019/20 – 2023/24 capital programme for the replacement of kiosks.</p> <p>Following the completion of the procurement process, the Acting Chief Executive seeks to award the Contract for the Self-Service Library Kiosks to the preferred bidder.</p>	
<b>Decision By</b>	Lee Harris - Acting Chief Executive
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	21 August 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	Representations concerning the proposed decision can be made to the Executive Director Place Services by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Acting Chief Executive

<b>Central Buying Consortium Library Group Award of Contract</b>
<p>In August 2019 the Cabinet Member for Fire and Rescue and Communities approved the commencement of a procurement process for a new Framework Agreement for Library Books and Audio-Visual materials for the Central Buying Consortium Library Group, to commence on 1 April 2020; and delegated the authority to the Acting Chief Executive to award the contract to the provider who submits the most economically advantageous tender and can best meet the quality and performance standards required (<a href="#">Report Ref: FRC 01</a>).</p>

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West Sussex commenced procurement on 13 September 2019 and it is anticipated that the Acting Chief Executive will be asked to award the contract in December 2019.	
<b>Decision By</b>	Lee Harris - Acting Chief Executive
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	22 October 2019
<b>Decision Month</b>	December 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Acting Chief Executive via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Linda Jones Tel: 033 022 28559
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

## Strategic Budget Options 2020/21

### Cabinet Member for Fire & Rescue and Communities

<b>Review of Library Offer</b>	
<p>To consider reviewing service levels and forms of service delivery for library services in areas of reduced demand. Options will include:</p> <ol style="list-style-type: none"> <li>reducing opening hours, removing the rural Mobile Library service and other logistical changes</li> <li>Using the Community Hubs programme to accelerate options to share space and bring services together under one roof so that services in communities are maintained more economically</li> </ol> <p>Relevant community and staff consultation will be undertaken and wherever possible staff savings will be through natural turnover. The service priority will be to protect and support those most vulnerable in our communities.</p> <p>The Cabinet Member for Safer Stronger Communities will be asked to approve options from those which are developed.</p>	
<b>Decision By</b>	Mr Crow - Cabinet Member for Fire & Rescue and Communities
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Service users, elected members and staff and the Environment Communities and Fire Select Committee.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Safer, Stronger Communities via the author of officer contact by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan - 033022 26050

### Cabinet Member for Environment

<b>Reduction in Funding for Recycling Credits</b>
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## Agenda Item 10

Recycling credits are payments made to waste collection authorities by the County Council to support initiatives to increase recycling of waste where disposal costs for residual waste are achieved. The Council is committed to reduce the amount of residual waste and increase recycling.

The Government has published its Waste and Resources Strategy which confirms the intent to require that food waste be collected and treated separately by 2023.

The County Council has no legal obligation to pay recycling credits to District and Borough councils save in accordance with the criteria set out in Regulations. The Cabinet Member for Environment took the [decision](#) to reduce aggregate recycling rate payments by £1m (from £5.6m to £4.6m in total) in 2019/20. The District and Borough councils were given notice that further reductions may follow depending on progress towards a higher performing service and on the County Council's overall financial position.

Progress towards a comprehensive collection service review is slow albeit the County Council has maintained its offer to work with and help fund trialling separate food waste collections. Some progress has been made with some of the collection authorities.

The Cabinet Member for Environment will be asked to approve further changes to the funding arrangements with District and Borough councils whilst meeting the requirements of the recycling credit provisions under the Environmental Protection (Waste Recycling) Payments (England) Regulations 2006.

The options under consideration include removal of all credits except those that meet the above requirements over one or more years and a partial reduction where credits can be shown to provide an incentive to improved performance.

<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee, 20 September 2019  Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
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